



Revitalizing America

Post COVID-19:

Roadmap to Activate HBCU Revitalization Ecosystems for an Inclusive, Competitive and Enduring National Economic Recovery

Concepts to consider when competing for investment from \$1.5 billion the U.S. Department of Commerce Economic Development Administration will award to plan and implement economic recovery strategies in response to the coronavirus pandemic.

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The Economic Development Administration and the CARES Act

States and communities will be able to apply for funding from the U.S. Department of Commerce Economic Development Administration (EDA) to plan and implement economic recovery strategies in response to the coronavirus pandemic. [The Coronavirus Aid, Relief, and Economic Security Act includes \\$1.5 billion for EDA to administer grants through its established Economic Adjustment Assistance \(EAA\) program.](#)

For years, the EAA has been used to address ongoing economic restructuring needs. The base EAA program supports coordinated, long-term strategies to address economic injury and create new opportunities. As a flexible program, the EAA can channel funds to community-specific initiatives and to meet a variety of industry needs for both rural and urban communities. EAA can be used for infrastructure or broadband projects aimed at diversification, entrepreneurship, or creating new modes of commerce. The EAA can also be used for non-construction, planning, and implementation activities that support businesses and jobs. For instance, the EAA can be used to increase access to business capital or enhance the resiliency of business operations. In this instance, the role of the EAA is in the national economic development response to the coronavirus disease 2019 (COVID-19) pandemic.

The Economic Adjustment Assistance Program. The CARES Act was enacted into law on March 27, 2020, in response to the widespread community and economic impact caused by the COVID-19 pandemic. The EAA is used for economic development activities that address ongoing economic distress or a sudden and severe dislocation, including disasters or emergencies. Except for strategy grants and projects serving special impact areas, EAA projects must be consistent with the area's **Comprehensive Economic Development Strategy (CEDS)** or equivalent EDA-accepted regional economic development strategy. The CEDS is a locally-driven economic development plan that outlines a vision and key strategies for a region.

EAA projects can include, but are not limited to:

- “strategy grants” to create or update a Comprehensive Economic Development Strategy or disaster recovery plan;
- construction or upgrades to public infrastructure, including broadband;
- construction and operations of business incubators;
- capitalization of revolving loan funds, which generally assist small businesses, and other initiatives to improve access to and utilization of private capital;
- activities that support the creation of businesses and jobs, including economic diversification strategies; and
- market or industry research studies, technical assistance, training, and capacity-building efforts.

EAA CARES Act Funding: More than 4000% increase. The CARES Act provides \$1.5 billion in disaster economic recovery funding for the EAA program. In FY2020, EDA received \$37 million for the EAA program.

[View Grant Opportunity](#)



PWEAA2020
FY 2020 EDA Public Works and Economic Adjustment Assistance Programs including
CARES Act Funding
Department of Commerce
Economic Development Administration

Revitalizing America Post COVID-19: Roadmap to Activate HBCU Ecosystems for an Inclusive, Competitive and Enduring National Economic Recovery

On March 18, 2020, Vice President Mike Pence announced that, “In the fight against the coronavirus, the Trump administration is not just taking a whole of government approach, but a whole of America approach.” HBCU Revitalization Ecosystems (HBCURE) is an “all hands on deck” roadmap to take a whole of America’s HBCU approach to enabling more and accelerating stronger contributions to the post coronavirus disease 2019 (COVID-19) national economic recovery.

In the aftermath of COVID-19, HBCU will stand in shoes not unlike their founders who faced the challenges of establishing institutions to meet pressing national needs. By working together in new ways, there are compelling opportunities to leverage HBCU to help America economically recover from the global pandemic, while further developing a more inclusive and competitive national economy.

With this roadmap, the White House Initiative on HBCU (Initiative) encourages HBCU and local, state and Federal public and private partners, to consider activating HBCURE, a well-defined, comprehensive strategy to mobilize and leverage the nation’s HBCU in America’s economic recovery. HBCURE are an intentional, coordinated systemic response; not one that is disparate and simply reactive. Without doubt, U.S. education and economic competitiveness challenges were exacerbated by COVID-19. The nation must remain cognizant that those challenges are not fleeting and momentary. They are enduring, requiring sustained public and private action to plan, fund and implement the best longer-term solutions for the “new national normal.” Getting HBCURE in place as soon as practicable can help ensure HBCU, students, faculty, communities and public and private partners are aligned to help **inclusively** move the nation forward.

Power of Local Ecosystems

Local education and economic competitiveness ecosystems create flows of information and resources needed to plan, make and act upon connections to transform ideas into reality. Through ecosystems, communities build processes by which more innovators, students, current and prospective employees and employers, and entrepreneurs can develop and launch solutions to solve real-world problems and realize real-world opportunities – faster. These processes create expertise in new areas and improve capability among more people. Importantly, ecosystems are not singular programmatic activities. Rather, ecosystems resiliently endure and systemically sustain needed information, resource, planning and action flows to help revitalize locales and states in service of the post COVID-19 national recovery.

Indispensable Intermediary Function

The intermediary function plays the indispensable, enabling role in the ability of local ecosystems to help revitalize locales and states in service of the post COVID-19 national recovery. The role encourages, promotes and facilitates all kinds of linkages, including, business-to-consumer, business-to-business, client-

to-organization, student-to-institution, student-to-business, mentor-to-protégé and more. Those linkages can include both nonprofit and for-profit organizations, such as chambers of commerce; trade associations; regional and state economic development and planning organizations; local civic and community groups; state and local governments; the full range of academic institutions; and private corporations. The endgame: coordinating, making and effectively acting upon new connections to realize desired outcomes.

If the intermediary function does not exist, then promising entrepreneurs, students, prospective employees and employers, businesses and other actors and assets could be surrounded by a wealth of resources and opportunities. However, they would be without effective means by which to efficiently locate and engage those resources. The intermediary function creates desired efficiencies for beneficiaries among otherwise unwieldy collections of assets, resources and opportunities.

The intermediary function provides operating mechanisms for local and state connectivity, serving as an accelerator to advance new ideas into reality for broad education and economic benefit. In sum, the intermediary function links underserved communities to the kind of opportunities that can strengthen local and state economies in support of the national economic recovery. Meaningfully, in and of themselves, effective intermediary functions do not create or grow companies and jobs. Rather, they provide the way to create local **conditions** conducive for desired outcomes to occur. Notably, underserved communities do not require **lots** of intermediary functions to aggregate, organize and leverage business and entrepreneurship development, workforce and training solutions, and social, educational, and human services. However, those communities need **at least one** effective intermediary function to catalyze, lead, and sustain processes to support national economic recovery, post COVID-19.

America's abundance of 21st century economic assets are connected by key, locally-based, intermediary functions that support economic competitiveness. Unfortunately, there is an absence of effective intermediary functions operating in distressed communities and serving underserved Americans. HBCURE are the required intermediary functions to ignite and accelerate local ecosystems into action on education and economic inclusion and competitiveness for underserved Americans in distressed communities.

HBCURE

Off the platform of America's HBCU, create and launch HBCURE to facilitate local ecosystems anchored by and located at HBCU to improve the job-creating entrepreneurship performance and employment prospects of traditionally underrepresented populations (women, rural, African Americans and Latinos) and distressed communities. HBCURE are intermediary functions designed to ignite a national movement of sustained, higher leverage, local and state programmatic and strategic actions. Combined, these actions can facilitate ecosystems in traditionally underserved communities, positioning America as **the** global model for building an enduringly strong, inclusive and competitive, post COVID-19 economy.

The U.S. economic recovery provides America and HBCU with unique, catalytic opportunities to convene and engage the best thinking and planning already done about local and state education and economic competitiveness; move quickly to examine opportunities to "connect planning and action dots" in ways that might have been more difficult prior to COVID-19; and, finally, implement a national, leverage-based inclusion and competitiveness strategy to aid America's recovery. HBCURE are the enabling means and methods to achieve desired ends.

Indispensable Infrastructure Function

Broadband is the indispensable infrastructure, the substructure that enables HBCU to fully contribute to America's economic recovery. Broadband-enabled and digitally equipped HBCU can help build an inclusive and competitive U.S. economy, not only post COVID-19, but for the 4th Industrial Revolution (4IR). Broadband preparedness, i.e., the 5G economy, is the essential medium through which HBCU can aid the national recovery.

According to the National Telecommunications and Information Administration Minority Broadband Initiative, the global 5G technology value chain will generate \$3.5 trillion in output, support 22 million jobs in 2035, and will invest an average of \$200 billion annually to continually expand and strengthen the 5G base within the network and business application infrastructure. The future of communities, businesses, education, and individuals will depend more than ever on whether they have access to and embrace digital technologies in learning, enterprise, and social interactions. HBCU can help connect to 5G many of those who stand to gain the most from connectivity.

The infrastructure of HBCU broadband-enabled campuses makes possible creation of a strong network for planning, shared resources and collective impact investing aligned with the CEDS. As we hurl toward the 4IR, the nation's ability to include previously under- and untapped talent will determine our position in a global digital society and economy. The HBCURE intermediary function, further enabled by broadband deployment and access, are complementary needs for a whole-of-America approach to revitalizing America, post COVID-19 and beyond.

New Ecosystems to Align Forgotten Americans With Competitiveness Priorities

Key to HBCURE helping to advance U.S. education and economic inclusion and competitiveness post COVID-19 is in determining opportunities for such advancement that can also improve performance within local priorities and objectives. A primary, but not the exclusive, expression of local priorities and objectives is the **CEDS**, a locally-based, regionally-driven economic development planning process – which invariably includes education – that is a cornerstone of EDA programs.

The CEDS serves as effective means and methods to engage community leaders, leverage the involvement of the private sector, and establish a strategic blueprint for local collaboration. The CEDS provides North Star guidance for local education and economic inclusion and competitiveness. HBCURE can align forgotten Americans with the CEDS planning and implementation processes to meet priorities and objectives reflecting local, state and U.S. competitiveness goals.

For the first time, HBCURE could anchor ecosystems at HBCU to provide the infrastructure needed to support new employment, research, development, education, training and entrepreneurship in distressed communities. HBCURE can provide the nation much needed public-private partnership platforms for accelerating innovation, inclusion and competitiveness for forgotten Americans in myriad fields that might achieve locally-based, global advantages for the nation.

Accessing, Reviewing, Adopting, and Applying the CEDS

To expedite planning and action, aligned with local and state education and economic competitiveness goals, HBCURE can link to and build on the existing CEDS – the collaborative, strategy-driven plan for local economic development. The CEDS is the result of a locally-owned planning process designed to build capacity and guide the economic prosperity and resiliency of an area or region. It is a key component in establishing and maintaining a robust economic ecosystem by helping to build local capacity (through hard and soft infrastructure) that contributes to individual, firm, and community success. Through the CEDS, HBCURE would have a vehicle for individuals and public and private sector partners to engage in a meaningful conversation, debate and coordinated action about what capacity building efforts could best serve local and state inclusion and competitiveness. In turn, those activities could serve the interests of the post COVID-19 national economic recovery.

The CEDS considers and, where appropriate, integrates or leverages other local planning efforts, including the use of other available Federal funds, private sector resources, and state support. Together, these assets can advance the CEDS goals and objectives. In sum, accessing, reviewing, adopting and applying the CEDS priorities and objectives can position HBCURE to quickly undertake meaningful planning and action to achieve faster results.

A simple, yet effective way for HBCU to access the CEDS: In the web search engine, type the keywords, “(Area, State) CEDS economic development,” e.g., “Nashville, TN CEDS economic development”; “Greensboro, NC CEDS economic development.” Generally, top search results include a link to the most recent CEDS for the target area.

Transforming Fragmented Activities Into Cohesive Ecosystems

America’s top-performing communities develop strategies, attract investment, form organizations and implement operating models that promote ecosystem development. Unfortunately, the type and level of investment from public and private sources that enables successful activities is wanting, or altogether absent, at HBCU. For example, HBCU often lack access to the kinds of education opportunities and economic services offered by market-leading entities (such as business accelerators, venture development organizations, private capital sources and others) that provide day-to-day stewardship of local competitiveness strategies and economies.

There is also difficulty in attracting and retaining top talent at HBCU and more broadly in underserved community organizations, which generally cannot keep up with their top-performing local counterparts. Thus, the public is often disappointed; and those who invest in education and economic development at HBCU and in distressed communities can become disenchanted due to consistently poorer outcomes.

HBCURE can provide the way to create favorable conditions to improve education and economic performance. Working together, HBCU and distressed communities can join with stewards of local and state economies and of market-leading assets to create conditions for education and economic inclusion and competitiveness. HBCURE fulfills a primary need—over the span of years—to continually plan with HBCU

and distressed communities to produce and sustain effective ecosystems; and replicate and scale programs *and* strategic initiatives that meet local, state and U.S. competitiveness goals.

“Talentism” Revitalization

Nearly every nation engages in some form of traditional economic recruitment, retention and development. However, with the looming threat of future global pandemics, traditional modes of revitalization will experience more pressure to compete in an ever more unpredictable and unstable world. In response, the U.S. must look to complement traditional economic revitalization efforts by intently developing under-performing, under-resourced and under-tapped assets, i.e., leverage HBCURE to access heretofore sidelined talent.

According to the World Economic Forum, “capital is being superseded by creativity and the ability to innovate—and therefore by human talents—as the most important factors of [global competitiveness].” Consequently, “just as capital replaced manual trades during the process of industrialization, capital is now giving way to human talent. ‘Talentism’ is the new capitalism.”

Given the unmistakable shift toward human talent as *the* global differentiator in a dramatically changed and rapidly changing world, there is no greater education and economic imperative for the nation than to nurture the talent of her traditionally underserved citizens. HBCURE can be an effective tool to connect forgotten Americans and distressed communities to the 21st century economy, improving their performance, productivity and living standards.

Replicate a Successful Model

HBCURE can replicate key aspects of the nationwide deployment of Small Business Development Centers (SBDCs). SBDCs provide free business-related assistance to local entrepreneurs in all states, with the purpose to help foster small businesses and jobs by providing educational resources to business owners and those looking to start a business. Investments are made in Lead Centers, which are the state level SBDC offices that manage Sub-centers located throughout states.

Similarly, HBCURE are proposed as partnerships between sources of support in the Federal and non-Federal public and private sectors. Structurally replicating the successful SBDC model, HBCURE would establish statewide Leads that would manage and coordinate the network or consortium of Satellites, located at HBCU throughout the states with HBCU.

HBCU-anchored ecosystems can provide the infrastructure needed to support new employment, research, development, education, training and entrepreneurship in distressed communities. HBCURE could:

- **Establish Leads** at one HBCU in each state with at least one HBCU.
- **Cultivate the network of Satellites** at other HBCU in each state with more than one HBCU.
- **Facilitate education and economic competitiveness ecosystem-building** to improve employment prospects and entrepreneurship performance of underserved Americans, aligned with local, state and national goals.

HBCURE can provide the nation much needed public-private partnership platforms for accelerating innovation, inclusion and competitiveness for forgotten Americans in myriad fields that might achieve locally-based, enduring global advantages for the nation.

Spread, Extend and Link

Transcending a single description, America's HBCU represent one of the world's unique education and economic marvels. There is no other class of assets on earth – *established through an unconscionable history, demonstrated past and present value and endowed with future promise* – that is comparable to HBCU. HBCURE can best leverage this special asset class to:

- **Spread** leading education and economic competitiveness opportunities throughout states, particularly among traditionally underrepresented populations and in distressed communities.
- **Extend** public and private capital investment opportunities throughout states, helping to create more “*hospitable investment environments,*” triggering new opportunities in areas that market forces might currently view as “*hostile investment environments.*”
- **Link** together a network of select states through America's HBCU to exponentially increase their contributions to the post COVID-19 national recovery.

Hub, Spokes and Nodes

HBCURE can be the vehicle through which national education and economic inclusion and competitiveness activities are facilitated and coordinated and actors held accountable. As the interconnected “**hub,**” it is important for HBCURE to create and preserve a norm of cooperation through strong, flexible linkages or “**spokes**” connecting America's network of HBCU. Correspondingly, HBCU and others then can ignite new inclusion and competitiveness activity “**nodes**” throughout the locales and states where HBCU are situated.

HBCURE would balance the tension between coordinating, facilitating and maintaining accountability, while seeding investments and higher impact interventions with HBCU and others. The intent is that interventions might spread or scale to achieve exponential impact, or shape policy to improve the performance of traditionally underrepresented, forgotten Americans, in the 21st century economy.

Through this series of activities, HBCURE can build a portfolio of programs and strategic initiatives to advance economic inclusion and competitiveness. HBCURE can work with and through the network of HBCU to ensure that public and private partners are informed of and involved in local, state and Federal efforts related to post COVID-19, national economic recovery, including:

- **Engagement:** Articulating and relentlessly inculcating a new economic narrative among forgotten Americans that connects to top local, state and U.S. competitiveness goals.
- **Education:** Encouraging more traditionally underrepresented American students to pursue STEM and STEAM education attainment, credentials or technical training, focused on the skills and aptitudes to win top employment opportunities and create jobs through entrepreneurship.
- **Employment:** Expanding the local, state and U.S. pool of forgotten American workers with technical skills and intrapreneurial aptitude aligned with top business and industry needs.

- **Entrepreneurship:** Producing more higher growth, job-creating businesses from among forgotten Americans that contribute more value to and realize more value from local, state and national economies.

Leveraging President Trump's Executive Orders and Other Federal Executive Actions to Create Local and State Competitive Advantages

Proverbially, Federal arms and those of other sources of top opportunities only extend so far; conversely, HBCU arms and those of communities they serve only extend so far. At the end of the day, there is a permanent gap between the two. The tool customarily and successfully employed to close the gap is public-private partnerships. HBCURE can link and leverage President Trump's executive orders and other Federal executive actions to establish them as new instruments of local competitive advantages. Those new instruments also would create new conduits through which state and local public-private partnerships can attract more investment to support the national economic recovery, post COVID-19.

Informed by experience and observation, meaningful public-private partnerships generally form around real and perceived local competitive advantages. Far too many HBCU and the communities they serve are not understood to provide distinguishing competitive advantages for the locales and states in which they are situated. Only 19 states, District of Columbia and the U.S. Virgin Islands have HBCU and, thus, can realize direct value from HBCU-anchored activities. This represents material competitive advantages that HBCURE can recognize and act upon. For example, in 2017, [\\$54.5 billion](#) in Federal research and development investment went to Federal agencies located in the 19 states with HBCU. HBCURE can leverage President Trump's HBCU Executive Order 13779 at the local and state level, establishing it as an instrument of competitive advantage, to access new opportunities where Federal agencies are located outside the District of Columbia.

HBCURE facilitation of resilient ecosystems in distressed communities improves prospects to inclusively strengthen local and state economies. Leveraging key Federal executive actions strengthens prospects for forgotten Americans to help meet Federal education, research, development and agency missions and needs of Opportunity Zones and for job-creating, higher growth entrepreneurship, etc.:

- [Presidential Executive Order 13779](#) – The White House Initiative to Promote Excellence and Innovation at Historically Black Colleges and Universities
- [Presidential Executive Order 13853](#) – Establishing the White House Opportunity and Revitalization Council (Opportunity Zones)
- Federal 5-year STEM Plan – [Charting a Course for Success: America's Strategy for STEM Education](#)
- Federal R&D Budget – [Fiscal Year 2021 Administration Research and Development Budget Priorities](#)
- [Coronavirus Aid, Relief, and Economic Security Act](#) (CARES Act)
- [Comprehensive Economic Development Strategies](#), U.S. Economic Development Administration
- [Framework for the Development of a Federal HBCU Competitiveness Strategy](#)
- [Agency Guidance and Reference Brief for Implementing the Framework for the Development of a Federal HBCU Competitiveness Strategy](#)

Importantly, HBCURE can be instrumental, if not indispensable, in helping HBCU and underserved communities successfully connect to, compete for and win a fair share of new Federal and non-Federal public and private, post COVID-19 investment and other support opportunities.

HBCURE Teams

HBCURE teams should be comprised of talented, well networked professionals. They should be able to aggregate, organize and leverage public and private opportunities and resources that advance post COVID-19 recovery; and then connect traditionally underserved Americans to those sources of opportunity. HBCURE teams should anchor, nurture, facilitate, and support local and state ecosystems that consist of Federal and non-Federal public and private partners.

This pivotal responsibility requires **intrapreneurial** (demonstrating an ethic of entrepreneurship), flexible, and creative HBCURE teams. These teams should embody and outwardly project the boundless vitality of forgotten Americans and a commitment to pursue opportunities far beyond the limited resources HBCURE control. The leadership activities of intrapreneurial teams can exponentially multiply the impact of Federal and non-Federal investments in HBCURE.

The following examples are professional attributes HBCURE teams should exhibit:

- **Relationship building**; thrive in developing new and nurturing existing relationships; credibility on behalf of forgotten Americans, with ability to quickly grasp unique strengths that contribute to post COVID-19 local, state and national economic recovery goals and objectives.
- **Identify and operationalize partnerships** across the locales and states and within the Federal sector to meet goals and objectives.
- **Strong desire to improve HBCU prominence** on the forefront of local, state and national goals, helping to establish presence for forgotten Americans in highly competitive areas of opportunity.
- **Lead cross-functional teams**; work with key stakeholders across public and private sectors.
- **Convey gravitas to open doors** within public and private sectors, across locales and states and within the Federal sector.
- **Inspire colleagues** across locales and states, leading through influence and persuasion.
- **Metrics driven, systems thinking**; analyze data from a variety of sources to support direction and to align others.
- **Ability to get things done**; strong professional presence that exudes integrity and competence.

HBCURE Responsibilities

To facilitate improved performance of traditionally underrepresented Americans in the 21st century economy and to aid the national economic recovery, HBCURE could have overall responsibility for:

- **Creating, facilitating and monitoring singular and collaborative actions of public and private partners**, building on existing and creating new programs, and launching new strategic initiatives to fill and create jobs.

- **Working with public and private partners** to apply and enhance proven education and economic competitiveness development principles, practices and strategies in underserved communities to improve employment and entrepreneurship performance.
- **Organizing a subset of senior leaders from among public and private partners** who can be accountable for ensuring operational execution and impact.
- **Connecting and convening public and private partners** to inform the vision, strategy and priorities for inclusively increasing local, state and U.S. education and economic competitiveness.
- **Monitoring local, state and Federal governments, local and national philanthropy** and the corporate sector for investment opportunities.
- **Building local, state and national relationships** to attract operating, program and strategic initiative investment capital.
- **Hosting and participating** in networking and educational events.
- **Communicating progress and measuring performance** of efforts to inclusively increase U.S. education and economic competitiveness.
- **Promoting America’s education and economic inclusion and competitiveness narrative** to local, state and national audiences, with expectations to ignite new leadership and action.

HBCURE Programs

HBCURE programs are embedded, ongoing and longer-term activities, providing content directly to individuals, students, businesses, organizations or institutions. Programs are at the center of local efforts to align assets and resources to work together to promote the post COVID-19 national economic recovery. Daily, HBCURE work with public and private partners and other community organizations to ensure inclusion and competitiveness are thoughtfully considered during all program development and embedded through implementation. To meet objectives, HBCURE can assist public and private partners, anchor institutions, innovation leaders and other community organizations with program development by:

- **Providing tools and support resources** to help them “broaden their talent pools,” identifying and connecting with traditionally underrepresented individuals and community organizations where no current relationships or networks exist.
- **Identifying, attracting and retaining** traditionally underrepresented employee talent.
- **Meeting employee/employer demands** of emerging entrepreneurial companies.
- **Sustaining infusion of inclusion** of forgotten Americans into every education and economic competitiveness programmatic role or “touch point,” including, but not limited to:
 - ✓ Entrepreneurs
 - ✓ Financial Investors (angel, early-stage, VC, debt, credit)
 - ✓ Subject Matter Experts in investment processes
 - ✓ C-Level Management for portfolio companies
 - ✓ Marquee Customers
 - ✓ Boards of Advisors/Directors for local economic organizations and portfolio companies
 - ✓ Corporate and Academic Research Enterprises

HBCURE Strategic Initiatives

Strategic initiatives represent an opportunity for HBCURE to accelerate public and private partners, anchor institutions, innovation leaders and other community organizations into action on local and state inclusion and competitiveness. Strategic initiatives are the collections of finite-duration, discretionary projects, sometimes outside public and private partners' day-to-day operational activities. Strategic initiatives are designed to achieve the desired performance in a targeted area. They materialize as portfolios of short-term actions to launch, accelerate and improve the trajectory of local education and economic inclusion and competitiveness. HBCURE can develop, screen and select strategic initiatives by assessing their impact on achieving targeted performance within specific local and state goals.

Potential HBCURE Strategic Initiatives

- **Inclusive Competitiveness Growth Capital Funds** to provide seed and early-stage equity funds, supplier diversity contract financing and other investments to traditionally underrepresented, higher growth entrepreneurs to increase job-creating businesses.
- **Policy Caucuses**, a nonpartisan forum consisting of local, state and Federal elected, appointed and administrative officials that can drive public policy and advocacy initiatives. The caucus could focus on activities such as engaging HBCU and non-Federal public and private partners to replicate Federal executive leadership prioritizing HBCU at state, county and municipal levels. Encouraging governors, county executives/administrators and mayors to:
 - ✓ Issue executive orders, modeled after the Presidential HBCU Executive Order 13779, directing state, county and municipal departments or agencies to develop plans to work with area HBCU.
 - ✓ Issue executive orders, modeled after the Presidential Opportunity Zones Executive Order 13853, directing Opportunity Zones within jurisdictions to work with area HBCU.
 - ✓ Issue executive orders directing state departments of education and postsecondary education to work with area HBCU to align with and implement the Federal 5-year STEM Plan.
 - ✓ Join with HBCU and public and private partners to develop and implement new strategies – anchored by the Presidential HBCU Executive Order 13779 and the Federal Research and Development Budget Priorities – to increase the amount of competitively won investment from the \$54 billion in R&D that is annually received by Federal agencies located in HBCU states.
 - ✓ Embed HBCU into local Comprehensive Economic Development Strategies, i.e., CEDS, required by the Economic Development Administration, or other statewide or regional economic development and competitiveness planning to align with top priorities and earn greater investment.
 - ✓ Designate HBCU as Small Business Enterprises (SBE), affording institutions access to all available public and private sector SBE contracting vehicles that can be used to improve prospects for ever greater institutional self-sufficiency.
 - ✓ Link the Presidential Opportunity Zones Executive Order 13853 to the HBCU Executive Order 13779, leveraging them as powerful instruments for HBCU development. Together, they create distinguishing competitive advantages for states and local communities and create new conduits through which more Federal and non-Federal public and private investment can be won.

- **Human Capital Collaboratives** focused on the inclusive talent needs of 21st century businesses and industries by connecting employers, job seekers, career and training centers and educational institutions to local talent attraction organizations and colleges, universities and corporations. Through those sources HBCURE can help to increase employment opportunities and fuel cutting-edge research and commercialization of inventions, existing business growth and entrepreneurship.
- **Education Assistance Collaboratives** to increase the number of traditionally underrepresented students who pursue STEM and STEAM education attainment and ensure implementation of best practices instruction and exposure in schools.

Parameters of HBCURE Impact

HBCURE activation is a new national thrust, without the benefit of building upon historic focus or legacy of local and state leadership and action. Taken together, the following parameters can help establish — far beyond HBCURE themselves — broad and sustained public and private sector leadership. Such contributions are needed to improve performance of traditionally underserved Americans in the 21st century economy; thus, helping America economically recover, post COVID-19:

- **Direct outcomes:** Measuring the direct impact of HBCURE leadership to advance local and state education and economic inclusion and competitiveness outcomes, aligned with the CEDS priorities and objectives. HBCURE direct outcomes are achieved primarily through HBCURE and the network of HBCU.
- **Indirect outcomes:** Measuring the indirect impact of HBCURE leadership to advance local and state education and economic inclusion and competitiveness outcomes, aligned with the CEDS priorities and objectives. HBCURE indirect outcomes are achieved primarily through HBCURE and the network of HBCU, in collaboration with public and private partners.
- **Spin-offs, i.e., “but for”:** Measuring new local and state inclusive education and economic competitiveness policies, practices, programs and strategic initiatives, aligned with the CEDS priorities and objectives. Spin-offs are outcomes are achieved by other public and private actors within the local ecosystem or broader community that likely would not have occurred “but for” the new conditions created by HBCURE.

Spin-off outcomes are an especially important metric, as they show that public and private actors are positively responding to the inclusion and competitiveness narrative and expectations created by HBCURE. These actions demonstrate widespread acceptance of the imperative for inclusive, post COVID-19, national economic recovery.

HBCURE Metrics

HBCURE, and the programs and strategic initiatives that support and advance it, coordinate and facilitate an interconnected ecosystem designed to link with and support the nation’s post COVID recovery. HBCURE are not intended to be isolated, standalone efforts. Rather, HBCURE should embed in and become part and parcel to local and state education and economic competitiveness priorities and objectives.

The CEDS is a good and ready example of local codification of those goals. Accordingly, HBCURE follows and builds on—and does not replace—existing local and state competitiveness strategies, e.g., the CEDS, with an exclusive, laser-like focus on improving and measuring the performance of traditionally underrepresented Americans within locally codified competitiveness priorities and objectives.

Generally, locales and states have done a good job of identifying through the CEDS processes the best existing and emerging education and economic opportunities. They also have already won strong buy-in and ownership from the public and private sector leaders who steward their local and state economies. However, few, if any, have begun to measure either the inputs or outputs of forgotten Americans within those public priorities and objectives. That is where HBCURE comes in, aligning with existing local and state competitiveness goals and measuring the performance of forgotten Americans within them.