

APPENDIX B:

INSTITUTIONAL PROFILES

The institutions profiled here represent different scales, regions, governance models, and development strategies, but each is already advancing place-based work. None of this work is hypothetical or waiting for permission; what each is waiting for is capital, policy, and partnership infrastructure that match the scale and time horizon of its strategy.

Wiley University, a 1,000-student private liberal arts HBCU in rural East Texas, is establishing the Wiley Economic Improvement Zone (WEI), starting with the conversion of a wing of a segregation-era high school into a workforce and digital hub for the surrounding neighborhood. Morgan State University—an 11,600-student urban research HBCU in Baltimore that generates [\\$1.5 billion in annual economic impact](#)—is redeveloping its surrounding corridor as part of its strategy to grow into Maryland’s preeminent public urban research university. Coppin State University, a 2,790-student

public liberal arts HBCU in West Baltimore, is leading the first comprehensive HBCU-led community development initiative in Maryland through the West North Avenue Development Authority. East Chop Capital, a Black-led private equity firm, has spent more than three years acquiring land near Tuskegee University to lay the groundwork for a multi-phase revitalization effort designed to transform this historic town into a more vibrant, walkable, and economically dynamic campus-community ecosystem. The University of Arkansas at Pine Bluff, a 2,000-student public land-grant HBCU, built one of the earliest HBCU-anchored economic development centers in the country in the late 1980s—a model now stalled by the very capacity gaps this report describes.

What follows is a snapshot of each institution’s self-reported community development projects.

Wiley University – Marshall, Texas

A small, private HBCU in East Texas is turning a segregation-era high school into a community wealth-building engine—and a national replicability

test for what anchor strategy looks like at scale below 1,500 students.

AT A GLANCE

Founded: 1873, by the Freedmen's Aid Society of the Methodist Episcopal Church

Type: Private, liberal arts, religiously affiliated (United Methodist Church)

Enrollment: ~1,000 students

President: Herman J. Felton, Jr.

Community: Marshall, Texas (~23,000 residents, ~40% Black); Newtown neighborhood adjacent to campus

Project: Wiley Economic Improvement Zone (WEI)

Stage: Concept/early planning, multi-phase

Estimated cost: \$5 million to \$10 million

WHAT WILEY UNIVERSITY IS BUILDING

The Wiley Economic Improvement Zone (WEI, pronounced "WE") is a place-based community and economic development initiative starting with the Wiley Pemberton Complex—once the only high school available to Black students in Marshall under segregation, and now home to Wiley University's [Center for Workforce Development and the Future of Work](#). WEI is designed to activate the institution's role as an anchor through integrated components: revitalization or conversion of buildings for community needs, workforce

development and credentialing, business and entrepreneurial incubation, and services such as a grocery store, collaborative learning and instruction spaces, and health and preventive care.

"The WEI Zone is not a program imposed on Newtown—it is a strategy built with it, designed to ensure that the economic energy generated by Wiley University's 153-year presence in Marshall is felt most directly by the people who have lived closest to it." – Tashia Bradley, Executive Vice President and Chief Operating Officer, Wiley University

ANTICIPATED IMPACT

In the community: sustainable jobs through workforce development pipelines, access to fresh food, wellness and preventive care such as mental health services, stronger digital infrastructure, blight removal, and building renewal. On campus: experiential learning, career-aligned credentialing integrated into the academic ecosystem,

community-campus learning exchanges, and applied research in AI, cybersecurity, and economic development.

CURRENT PARTNERS

T.D. Jakes Foundation, Wells Fargo, Texas Mutual, Texas Methodist Foundation, and the Newtown Neighborhood Association.

WHAT RESOURCES AND PARTNERSHIPS WOULD ACCELERATE THIS WORK?

Funding to move WEI from pilot to full operational scale; the capital structure most relevant here blends federal, foundation, corporate, and CDFI sources (layered rather than single-source), alongside state-level, workforce-aligned funding through the Texas Workforce Commission and Texas Economic Development Corporation.

Morgan State University – Baltimore

An 11,600-student urban research HBCU—the third-largest HBCU in the country by enrollment, generating \$1.5 billion in annual economic

impact—is redrawing the boundary between campus and city one parcel at a time.

AT A GLANCE

Founded: 1867

Type: Public, doctoral research

Enrollment: ~11,600 students (third-largest HBCU by enrollment, growth target ~15,000 by 2030)

President: David K. Wilson

Community: Northeast Baltimore (a predominantly Black, middle-class neighborhood)

Annual economic impact: \$1.5 billion in Maryland; ~8,200 jobs supported statewide

Carnegie status: Doctoral research; redesignated 2024 as Maryland’s preeminent public urban research university

Recent milestones: 470-bed student housing complex with developer David Bramble (opened fall 2025); 59-acre Lake Clifton site gifted by city of Baltimore (2024)

WHAT MORGAN STATE IS BUILDING

Morgan State’s campus and community development strategy operates at three levels simultaneously. Adjacent to campus: the redevelopment of Northwood Commons—historic site of the first college sit-in—with \$100 million in New Markets Tax Credits, anchored by a grocery store and neighborhood-serving retail. On-campus: a 470-bed student housing complex completed in fall 2025 in partnership with developer David Bramble, with another development closer to

campus in planning. Beyond campus: master planning of the 59-acre former Lake Clifton High School site, which the city of Baltimore gifted to the institution in 2024 after three years of relationship-building.

“The community has to know that the institution truly cares about the neighborhood. We had to take 10 years bringing the community together, identifying a developer that was a community-trust developer.” – David K. Wilson, President, Morgan State University

WHY IT MATTERS

Morgan State has made itself an economic anchor for its city. Across more than a decade, its leadership brought neighborhood residents into the redevelopment of an adjacent shopping center, secured \$100 million in New Markets Tax Credits for the project, partnered with a developer on a 470-bed student housing complex that opened in fall 2025, and received a 59-acre former high school site from the city of Baltimore in 2024. Each completed project has preceded a larger one.

WHAT'S NEXT

Morgan State has launched eight specialized research centers backed by recurring state appropriations. The Lake Clifton site is now in master planning. Adjacent retail and student housing continue in phased development. The institution has been redesignated as Maryland's preeminent public urban research university—a status it secured by approaching the state legislature directly to request the designation.

WHAT RESOURCES AND PARTNERSHIPS WOULD ACCELERATE THIS WORK?

Continued state and local public capital alignment; large-scale development partnerships with research and industry partners; predevelopment capital and credit enhancement structures that allow lenders to engage Morgan's next phase of corridor and Lake Clifton work at the speed the city and the institution are ready for.

Coppin State University – Baltimore

A 2,790-student public liberal arts HBCU on the historic West North Avenue Corridor is anchoring the first comprehensive HBCU-led community

development initiative in Maryland, with the university president chairing the state development authority driving it.

AT A GLANCE

Founded: 1900

Type: Public, liberal arts

Enrollment: ~2,790 students

President: Anthony L. Jenkins (also chair of the West North Avenue Development Authority Board of Directors)

Community: West Baltimore, historic 2.7-mile West North Avenue Corridor; 16 surrounding neighborhoods; predominantly African American

Project: West North Avenue Development Authority Comprehensive Revitalization Plan

Project horizon: 15-year, multi-phase initiative (FY 2026 to FY 2041)

Stage: Operating, multi-phase, growth

Funding to date: Over \$70 million in state-appropriated funds over three fiscal years

WHAT COPPIN STATE IS ANCHORING

The West North Avenue Development Authority (WNADA) is leading a 15-year revitalization initiative for the historic 2.7-mile West North Avenue Corridor in West Baltimore. Established by the Maryland General Assembly in 2021 as an independent state economic development agency, WNADA is the first comprehensive community development initiative in Maryland led by an HBCU, with Coppin State President Anthony L. Jenkins serving as chair of WNADA's Board of Directors. The governance structure intentionally positions Coppin State as the central partner alongside state agencies, local government, higher education institutions, and community leaders. Through that structure, WNADA has facilitated an historic flow of state-appropriated funding into the corridor: more

than \$70 million over the past three fiscal years to catalyze equitable redevelopment and long-term economic growth.

WHY IT MATTERS

The West North Avenue Corridor holds historical significance: The practice of residential redlining in Baltimore originated near the university, shaping patterns of segregation and disinvestment that continue to influence community conditions today. Decades of concentrated vacancies, limited access to healthy food, and constrained economic opportunity have compounded that history. The WNADA model demonstrates how HBCUs can move from peripheral stakeholder to central architect of regional redevelopment by institutionalizing cross-sector collaboration and

leveraging public policy to attract investment into historically disinvested neighborhoods. This model also strengthens Coppin State's long-term sustainability by aligning campus expansion with corridor revitalization, supporting enrollment growth, and deepening community connections.

ANTICIPATED AND REALIZED IMPACT

An economic impact analysis by the University of Baltimore's Jacob France Institute projects that over WNADA's 15-year redevelopment strategy, \$290.6 million in construction expenditures will generate approximately \$473.3 million in statewide economic activity, support 2,753 jobs, and produce \$192.8 million in labor income. The analysis estimates the initiative will produce \$10.8 million in state tax revenues and \$8.1 million in local government revenues, while facilitating the development or rehabilitation of 450 single-family homes, 750 multifamily housing units, and more than 403,750 square feet of commercial space.

Between FY 2024 and FY 2026, WNADA supported \$10.5 million in targeted housing investments, with eight new homes under construction, 70 properties rehabilitated, and 28 properties conveyed by the Baltimore City Department of Housing and Community Development for rehabilitation. WNADA's pilot "Live Near Your Work" program provides \$25,000 to \$50,000 in down-payment assistance to Maryland state employees, Coppin State faculty and staff, Maryland Institute College of Art faculty, and employees of identified community organizations within targeted ZIP

codes. WNADA has voluntarily set a 31% Minority Business Enterprise (MBE) participation target (above Maryland's 29% statewide standard) and has surpassed it every fiscal year, with a peak MBE/Women Business Enterprise participation rate of 55% to date.

Coppin State itself generates substantial economic returns. For every \$1 in state investment, Coppin State produces \$5 in direct expenditure. The university contributes more than \$200 million annually in total economic impact and supports 1,431 direct and indirect jobs in local and regional economies. In fall 2025, Coppin State employed more than 580 individuals and generated approximately 130 construction-related positions through \$100 million in capital construction projects. A Coppin State graduate can expect to earn approximately \$22,000 more annually than an individual holding only a high school diploma.

CURRENT PARTNERS

Office of Governor Wes Moore, Maryland District 40 representatives, Maryland Department of Housing and Community Development, Maryland Department of Commerce, Maryland Department of Transportation, Maryland Economic Development Corporation, Baltimore City Council, Baltimore District 7, Baltimore City Department of Housing and Community Development, Baltimore City Department of Transportation, Baltimore City Department of Planning, and the Baltimore Development Corporation.

WHAT RESOURCES AND PARTNERSHIPS WOULD ACCELERATE THIS WORK?

Mission-driven private investment, philanthropic funding, and strategic public-private partnerships would significantly accelerate this work by providing flexible capital and expanding implementation capacity.

Tuskegee University (with East Chop Capital) – Tuskegee, Alabama

A Black-led private equity firm has spent three years acquiring land around a land-grant HBCU in Alabama's Black Belt and investing its own capital

to create a long-term, sustainable development plan that will transform the community.

AT A GLANCE

Founded: 1881, by Booker T. Washington

(East Chop Capital: Founded 2018)

Type: Private, land-grant research institution

Enrollment: ~3,100 students

President: Mark A. Brown

Community: Tuskegee, Ala.; fewer than 10,000 residents in Macon County, predominantly African American, with persistent poverty

Project horizon: 10-plus year multi-phase initiative

Stage: Multiple phases ranging from concept and early planning to capitalized, construction, and operating

ABOUT EAST CHOP CAPITAL

East Chop Capital is a Black-led, multi-asset private equity firm founded in 2018 by Co-General Partners Calvin L. Butts, Jr., and Carrington M. Carter. The firm has built a network of more than 300 investors, manages \$50 million in assets, and is developing a real estate pipeline of more than \$500 million across commercial and residential projects spanning hundreds of acres in the Southeast. Its angel investing portfolio has deployed roughly \$10 million across real estate, hospitality, fintech, insurtech, media, consumer goods, and professional sports.

Both founders are graduates of Hampton University. East Chop's work in Tuskegee is one expression of a broader pattern this report documents: HBCU-educated investors deploying

private capital in communities surrounding other HBCUs.

WHAT'S BEING BUILT

A long-term, community-centered revitalization initiative to transform Tuskegee into a model of equitable economic development through mixed-use real estate, housing, hospitality, small business growth, and cultural placemaking. The work is led by East Chop Capital in collaboration with the city of Tuskegee, Tuskegee University, and the Macon County Economic Development Authority. Since 2022, East Chop has been acquiring parcels from private citizens within a 5- to 7-minute drive of the university (with a focus on the downtown core), putting its own capital at risk so that the early-stage land assembly does not have to be

carried on any institutional balance sheet. Liberty Bank, one of the largest Black-owned banks in the country, is a long-term partner of East Chop's work and has continued a banking presence in Tuskegee since its 2015 acquisition of First Tuskegee Bank. Liberty Bank has pledged its support for the initiative, and the leadership team, including CEO Alden J. McDonald, Jr., has joined East Chop on site visits to Tuskegee.

"Often [HBCU advocates] don't control key sites and real estate parcels. Folks who care about our communities don't necessarily control the land surrounding our HBCUs, or they lack the resources and desire to maintain or develop their property."
– Carrington Carter, General Partner, East Chop Capital

WHY IT MATTERS

Tuskegee University is the city's largest economic engine, a cultural anchor, and a critical stabilizing force amid long-term regional disinvestment and constrained household incomes. The county has experienced decades of population decline and limited private sector investment. The East Chop Capital-Tuskegee partnership offers a working model for how mission-aligned private development capital can support town-and-gown revitalization, aligning an HBCU's institutional influence and community trust with patient capital, strategic planning, and private sector execution to strengthen both the campus experience and

the surrounding community. The Liberty Bank partnership illustrates a broader pattern found throughout this report: how developers, investors, lenders, and community institutions can come together to revitalize HBCU communities.

"For 145 years, Tuskegee University and the city of Tuskegee have grown together. Today, as we enter a new 'Renaissance Era' of institutional growth, the need for housing and commercial development has become both urgent and strategic. With more than 1,000 students currently seeking housing beyond our county, this initiative is about more than infrastructure—it is about economic vitality, student success, and community renewal. In fact, it is directly tied to recruiting. An investment in Tuskegee is an investment in a historic American institution and a future defined by shared prosperity, as Tuskegee University remains the only university in the country designated as a National Historic Site." – Mark A. Brown, President and CEO, Tuskegee University

ANTICIPATED IMPACT

New housing, mixed-use retail and commercial space, hospitality development, and expanded economic activity that creates jobs, attracts new residents, and strengthens the local tax base. Student engagement opportunities through internships, applied learning, entrepreneurship pathways, and stronger connections between campus life and community revitalization.

WHAT RESOURCES AND PARTNERSHIPS WOULD ACCELERATE THIS WORK?

Capital from banks, institutional investors, family offices, philanthropy, and city, state, and federal sources to scale a model currently sustained by private partner capital alone. Coordinated decisionmaking across entities with different governance structures, with sustained alignment around equitable community outcomes. Mission-aligned co-development partners, general contractors, engineers, architects, planners, and other subject matter experts who can bring additional technical capacity, execution discipline, and long-term commitment needed to accelerate complex campus-community revitalization.

University of Arkansas at Pine Bluff – Pine Bluff, Arkansas

One of the earliest HBCU-anchored economic development centers in the country, built in the late 1980s and now stalled—a cautionary tale that

illustrates the case this report makes about why capacity-building investment must be sustained, not episodic.

AT A GLANCE

Founded: 1873

Type: Public, HBCU, and 1890 land-grant institution

Enrollment: ~2,000 students

Chancellor: Anthony Graham

Community: Pine Bluff, Ark.; small town, Arkansas Delta region

Project: Economic Research and Development Center (ERDC); UAPB Business Support Incubator and Office Complex

Stage: Operating but under-resourced; in need of reinvestment and institutionalization

WHAT WAS BUILT—AND WHAT STALLED

The [Economic Research and Development Center](#) (ERDC) was established at the University of Arkansas at Pine Bluff (UAPB) in the late 1980s as the university's full-service community development center, alongside the UAPB Business Support Incubator and the UAPB Office Park and UAPB Plaza. At its peak, the model generated approximately \$75 million in economic activity tied to the campus and city. The assets were strategically acquired and developed to anchor not just the campus, but the entire city of Pine Bluff. Today, those assets continue to operate, but without adequate leadership investment or campus-initiated financial support, the model has lost its shine.

Henry Golatt of [Growth AdvantEDGE](#) argues that the model's current stagnation reflects many of

the capacity gaps identified in this report. In his role as chief of strategy and partnerships at the HBCU Community Development Action Coalition (HBCU CDAC), and through broader national work advancing inclusive development across HBCUs and other minority-serving institutions, Golatt emphasizes the need for intervention frameworks that build and deploy the structural partnerships required to overcome these challenges.

"The rise and stagnation of UAPB's Economic Research and Development Center is similar to other similarly situated centers on HBCUs. It serves as a cautionary tale to highlight the need for institutionalization of these centers in order to maintain and sustain impact as part of a university's community development ecosystem."- Henry Golatt, Managing Partner, Growth AdvantEDGE; Chief of Strategy and Partnerships, HBCU CDAC

WHY IT MATTERS

The UAPB story is the reason this report's call for sustained capacity-building investment is not theoretical. The ERDC was a national model, and its infrastructure is still in place. What was missing—and is still missing—is institutional commitment to fund the people, the stewardship, and the operational continuity required to keep an HBCU-anchored development center functioning across leadership transitions and budget cycles. Brick-and-mortar projects without human capital investment do not sustain themselves.

WHAT'S POSSIBLE

The ERDC, the UAPB Business Support Incubator, the UAPB Office Park, and the UAPB Plaza are still operational assets. With renewed institutional commitment and capacity-building capital, they could resume their original role: anchoring city and regional planning, generating revenue, and creating market-based income streams that fund both community development programming and student pathways into local development work. A micro-grid concept on campus-secured property is one current proposal that could enhance campus energy and create a recurring revenue base.

WHAT RESOURCES AND PARTNERSHIPS WOULD ACCELERATE THIS WORK?

Capacity-building funding for the human capital required to steward HBCU-anchored development centers across leadership transitions. Project development funding for energy deployment and revenue-generating infrastructure. Investment in the pipeline that turns new HBCU graduates into local developers, modeled on the way the Urban Land Institute, LISC, and others invest in emerging developers in other contexts.

Institution	Type and setting	Strategy	Stage	Primary need
Wiley University (~1,000 students)	Private liberal arts; rural East Texas	Place-based workforce and digital hub	Concept / early planning	Layered federal, foundation, and CDFI capital
Morgan State University (~11,600 students)	Public doctoral research; urban Baltimore	Multi-parcel anchor corridor and housing	Multiple phases active	Predevelopment capital and credit enhancement
Coppin State University (~2,790 students)	Public liberal arts; urban West Baltimore	HBCU-led state development authority; corridor revitalization	Operating, multi-phase, growth	Mission-driven private investment and philanthropic capital
Tuskegee University and East Chop Capital (~3,100 students)	Private land-grant HBCU; private equity firm leading nearby revitalization; Black Belt, rural	Investor-led downtown land assembly with city, county, and university collaboration	Multi-phase, over 10-year horizon	Institutional, federal, and co-development capital to scale investor-led model
University of Arkansas at Pine Bluff (~2,000 students)	Public 1890 land-grant; Arkansas Delta, small town	Sustaining and re-institutionalizing legacy assets	Operating but under-resourced	Capacity-building for human capital and operational continuity

Across institutional types, geographies, and stages of work, the institutions profiled here make the same argument from different vantage points. Wiley University shows that an anchor strategy is not a function of size. Morgan State shows what happens when an HBCU operates at full anchor scale and is met with city and state alignment. Coppin State shows what becomes possible when an HBCU is positioned not as a stakeholder in someone else's redevelopment plan, but as the architect of its own. East Chop Capital's work near Tuskegee University shows what mission-aligned private capital can do when it takes on the long-term land assembly and revitalization work that would otherwise wait for an institution to lead. UAPB shows that infrastructure without sustained capacity investment does not sustain itself—a lesson the rest of the field cannot afford to relearn.

"We are community stewards whether we like it or not." – Tomikia LeGrande, President, Prairie View A&M University

These cases represent a small sample drawn from more than 100 HBCU communities nationwide. They are not the only examples of this need; they are the institutions whose leaders agreed to put their strategy on the record—because they believe, as we do, that the next phase of this work depends on more institutions doing the same. Appendix C examines the system-level barriers these institutions and the field as a whole repeatedly encounter as they move from concept to execution—and what it would take to align the systems around them with the work they are already doing.

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