

The Community and Economic Development Program  
Urban and Regional Planning Program

School of Planning, Design, and Construction  
Michigan State University

Self-Study Report



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April 14, 2006

## EXECUTIVE SUMMARY

With the shift from a manufacturing economy to a knowledge economy, individuals, organizations, and communities find themselves struggling to envision new livelihoods in an increasingly competitive global economy, enhance neighborhood vitality despite highly transient populations, and improve quality of community life in an atmosphere of diminishing public resources. While these challenges are common to communities nationwide, Michigan communities have suffered disproportionately.

Continued high rates of unemployment, closures of automobile manufacturing plants, decreases in levels of homeownership (and increases in delinquencies and foreclosures), declines in personal wealth (and increased rates of personal bankruptcies), and steady out-migration of Michigan's youth pose extreme challenges for the future viability of Michigan's communities.

At the same time, spiraling health care and energy costs and shrinking proportions of state revenue-sharing have placed unanticipated demands on local governments and resulted in continuous rounds of budget cuts and reductions in services to neighborhoods, townships, and cities. Michigan's government leaders find themselves restricted by fiscal public policies, such as the Headlee Amendment and Proposal A, which have synergistically combined to limit the financial options available to Michigan's metropolitan cities (where more than 80% of Michigan's population resides). Even communities that are financially stable today realize that these structural barriers will have significant and detrimental effects on the quality of life in their communities in the not-so-distant future.

***At no other time in our state's history has the imperative been greater for the university's resources and expertise to be mobilized to serve, support, and strengthen Michigan's communities.***

Through our applied research and outreach activities, CEDP has been mobilizing the university's resources and expertise to strengthen Michigan communities for over 30 years. We practice translational research, where we make cutting-edge scholarship and best practices relevant and accessible to communities throughout Michigan. Our mission is: *to advance MSU's land-grant mission by creating, disseminating, and applying knowledge to improve the quality of life in distressed communities. We implement, evaluate, and disseminate innovative approaches through responsive engagement, strategic partnerships, and collaborative learning.* Our work takes place at the engagement interface—the messy, unpredictable place where theory and practice meet in real-time about real-life problems. Our capacity to collaborate with communities in addressing their issues by translating the university's knowledge and expertise for them is the unique value we add to the university.

## OVERVIEW OF THE SELF-STUDY

Enclosed you will find the Community and Economic Development Program's Self-Study Report prepared as part of a Program Review in March and April 2006. The self-study is organized in eight sections: theory & practice, CEDP programs, impacts, engagement, future, appendices, resumes, stakeholder support. The report is illustrative (not comprehensive) of our community and economic development activities over a seven year review period. These materials complement project materials available on our website, [www.cedp.msu.edu](http://www.cedp.msu.edu). You are encouraged to visit our website for a broader view of the projects and products development by CEDP. A number of past and ongoing activities, primarily neighborhood and local community and economic development partnerships in which CEDP plays an important or leading role, are not included.



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## Theory & Practice

To provide context for CEDP's program activities, we begin the self-study with a review of the theory and practices that undergird our approach to engaging communities in community and economic development and a history of CEDP at Michigan State University (See Section I for more about CEDP's scholarly underpinnings). We also explain the significance of our contributions in the broader context of higher education (See Section II for CEDP significance in higher education).

## Programs & Impacts

During the past seven years, we have generated over \$1.9 million dollars in competitively awarded external funding which has leveraged approximately the same amount within the institution to support CEDP programs in seven key areas: economic development, urban policy, public & affordable housing, asset-based community development, neighborhood community development, and dissemination & networking. Specific programs are driven by the unit mission and include activities such as applied research, capacity building, demonstration projects, technical assistance, training, dissemination & networking, and student/professional development. (See Section III for details about CEDP's programs).

In order to ensure our program activities are relevant, high-quality, and high-impact, we conduct regular assessments of CEDP overall and evaluations of specific program activities. This commitment to learning through evaluation, reflection, and modification is a hallmark of the *Rational and Postmodern Planning Theory Problem Solving Process*, which assists us in continuously improving the quality of our applied research and outreach activities for the communities in which we work. (See Section IV for documentation of the impact of CEDP activities on individuals, organizations, and communities).

## Stakeholder Engagement

To support community and economic development throughout Michigan, we engage in long-term university-community partnerships that are ***both responsive and responsible to our community partners***—low income and/or minority populations, economically distressed communities, community and faith-based nonprofit organizations, professional planning and economic development associations, community based development organizations, industry associations, sustainable business networks, local governments, state government, federal government, regional planning organizations, neighborhoods, and foundations (See Section V for a more detailed description of our audiences).

Our approach to community engagement relies extensively on an overall unit advisory committee and on program-specific committees composed of university experts, outreach staff, undergraduate and graduate students, and relevant representatives from professional associations, government agencies, industry leaders, and local communities. These advisory committees are actively engaged during all phases of the project—from issue identification, prioritization of needs, evaluation of alternatives, implementation of activities, and evaluation of impacts. Such an inclusive process for stakeholder engagement ensures our work is timely, relevant, and responsive to the needs of the individuals, organizations, and communities we assist. In addition, our approach is designed to build the capacity of our stakeholders by empowering them to take active leadership roles in addressing and solving the community and economic development issues they face (See Section VI for more about our stakeholder engagement process).

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## **Bold Plan For the Future**

In the context of the emerging School of Planning, Design, and Construction, CEDP can play a critically unique role by providing a multi-disciplinary environment in which the faculty, students, and community can conduct innovative, collaborative research and scholarly outreach on emerging issues of community and economic development, locally and globally.

**We continue to affirm our commitment to improving the people, places, and prosperity of Michigan communities.** Building on our existing strategic planning process through an intensive six-week period of environmental scanning and futuring with our Faculty Board of Advisors and through a survey of our community stakeholders and individual consultations with key leaders, we have identified three new trajectories and strategic partnerships so that our work continues to be relevant, responsive, and accessible to our core audiences' changing needs.

Because of our broad network of community partners and our translational approach to community engagement, CEDP is well-positioned to add value to Michigan State University's signature programs by helping them to make the connection between campus and community more effectively.

**First, we will pursue a new trajectory of inquiry—the development and adoption of sustainable community systems in Michigan communities,** a natural evolution of the CEDP's legacy. This new emphasis on sustainability is consistent with CEDP programs that have historically addressed the Triple Bottom Line, including stronger local economies (economy), better conditions for the most vulnerable (equity), and wiser planning and community/economic development policies and practices to safeguard our natural assets (environment). We envision new partners from the School of Planning, Design, and Construction and from the Environmental Sciences and Policy Program, and other campus units (see letter of support from MSU Endowed Chair, Dr. Tom Dietz and Dr. Scott Witter, Department Chair, CARRS Department).

**Second, we will continue our commitment to community development.** We will strengthen our urban policy programs by partnering with the **MSU Land Policy Institute on the Michigan Metropolitan Initiative** and other applied research and outreach activities in urban and metropolitan areas of our state (see the letter of support by MSU Endowed Chair, Dr. Soji Adelaja).

**Third, we will continue to our commitment to economic development.** We will expand upon our existing knowledge economy research and will form a new partnership with David Hollister and **Prima Civitas**, the catalyst for economic development in mid-Michigan (see the letter of support by David Hollister, Director of *Prima Civitas*).

**Finally, we will continue to serve our audiences in innovative, entrepreneurial ways** by expanding our use of new modes of engagement, such as distance learning, videoconferencing, live web-casting, and online training modules. (See Section VII for our plans to change, Section VII for more about future directions, and Section IX for our plans to evaluate our progress towards future goals).

Respectfully submitted by,

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MICHIGAN STATE  
UNIVERSITY

April 10, 2006

Dr. Robert D. von Bernuth  
Director, School of Planning, Design and Construction  
Michigan State University  
204 Human Ecology Building

Dear Dr. von Bernuth,

The Community and Economic Development Program Faculty Board of Advisors enthusiastically endorses the program Self-Study Report recently prepared by CEDP staff. You requested that internal review in a letter to Dr. Rex LaMore dated February 7, 2006. Since then, the Faculty Board has met several times to offer suggestions, listen, give feedback, and review progress as CEDP staff labored intensely, under a tight deadline, through several drafts. The final report, in our view, successfully answers the questions you posed in your charge. With clarity, depth, and critical self-reflection, the self-study reaffirms the long-standing tradition and the durable and continuing mission of the Community and Economic Development Program to improve life in Michigan's distressed communities through responsive engagement, strategic partnerships, and collaborative scholarship and learning.

The report underscores the relevance and timeliness of CEDP's three decades of experience in community and economic development. The extensive portfolio of projects, guiding concepts, grant networks, and strategic models assembled in the report showcase CEDP's capacity to initiate and support innovative and responsive problem solving strategies designed to improve the quality of life in Michigan's communities. The "Principles of Good Practice" articulated in the self-study and reflected throughout the narrative thoughtfully demonstrate that the work of the CEDP is firmly anchored in a rare combination of ethical commitment, sound leadership, imagination, praxis, research acumen, and theoretical soundness. We are equally impressed with CEDP's success in creating a space for interdisciplinary dialogue, research, and problem solving for faculty, students, academic and student life professionals, and community partners—an important, indeed *essential* crossroads for conversation about the complex economic, social, technological, political, environmental, and cultural dimensions of community development and engagement.

Above all, the Self-Study Report is a detailed and exciting road map to the Community and Economic Development Program's future. We draw particular attention to Section VIII where CEDP staff pose the key question "How do we plan to change?" By cross linking its continuing mission, vision, and guiding principles with strategic action plans, the report yields exciting and promising answers to that core question of critical self-reflection and program self-scrutiny.

After reviewing the report, we are even more convinced that the Community and Economic Development Program is well positioned to play an essential role in bringing the benefits of real sustainable community and economic development to our most needy communities, while continuing to enhance our students' learning experience, building strong communities, and modeling true stewardship in the spirit of MSU's "Boldness By Design" blueprint. In fact, we can't think of another unit as dedicated, prepared, and capable to address these crucial issues for our struggling communities.

COLLEGE OF  
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Sincerely,



David D. Cooper, Professor and Chair, CEDP Faculty Board of Advisors  
Writing, Rhetoric, and American Cultures

On behalf of the Community and Economic Development Program Faculty Board of Advisors:

Gary Anderson, Professor and Director  
Social Work

Ellen Bassett, Assistant Professor  
Urban and Regional Planning

Ken Corey, Professor  
Geography

Joe Darden, Professor  
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Frank Fear, Professor and Acting Senior Associate Dean  
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Jeff Grabill, Associate Professor and Co-Director  
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## I. Who We Are

### Mission of the MSU Community and Economic Development Program

As part of Michigan State University, the premier land-grant institution, the CEDP was established in downtown Lansing, Michigan in 1970. In keeping with the land-grant tradition of creating and applying knowledge to address the needs of society, the mission of the CEDP is:



*To advance MSU's land-grant mission by creating, disseminating, and applying knowledge to improve the quality of life in distressed communities. We implement, evaluate, and disseminate innovative approaches through responsive engagement, strategic partnerships, and collaborative learning.*

Since its establishment, the CEDP has expanded through strategic partnerships its scholarly outreach to communities throughout Michigan and has a statewide capacity to initiate and support innovative problem-solving strategies intended to improve the quality of life in Michigan's communities.

### The Land-Grant Mission: An Evolving Tradition at MSU

Established in 1855, Michigan State University's historic land-grant mission has been a model of university scholarly engagement for over 150 years. As the premier land-grant university in the United States, Michigan State University has a long tradition of serving the residents of Michigan. According to the 2000 U.S. Census approximately 75% of Michigan's residents live in urbanized areas. The transformation of the state from a rural agricultural society to a state with seven and a half million people living in urban areas has had a corresponding transformation on Michigan State University. The CEDP has been a central part of that transformation.

I have benefited from a long and sustained partnership with the MSU CEDP dating back to the 1970s when the University established the Center for Urban Affairs off-campus office on West Main Street. Such an off-campus presence and sustained commitment to Lansing by the University to reach out to its neighboring community has been invaluable to community leaders and their organizations.  
- David Hollister, *Prima Civitas*

In 1968, Michigan State University President John Hannah appointed a 16 member committee (named the "Committee of Sixteen") composed of faculty and administrators to determine what the University could do to better meet the needs of urban Michigan. Events in the 1960's – urban riots, student protests, the civil rights movement, the Vietnam War, and demands for curricular relevance – had emphasized the need for universities to address issues of urban reform.<sup>1</sup>

One year later, based on the Committee of Sixteen's recommendations, the MSU Board of Trustees created the Center for Urban Affairs, which was to work in support of a variety of programs designed to carry out the University's land-grant mission in urban settings and to improve the quality of life for urban residents.

<sup>1</sup>"MSU's CUA Celebrates 20 Years of Service" *M.S.U. University News*, October 1988, p. 2b.

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The basic goals of the MSU Center for Urban Affairs were to:

- Facilitate a University-wide public service thrust related to urban development and the problems and conditions of urban life;
- Improve the quality of life in urban communities through:
  - Disseminating and applying knowledge generated by research and public policy review,
  - Offering direct technical assistance,
  - Providing continuing education for targeted constituencies in Michigan, the United States, and internationally.

In 1970 the MSU Center for Urban Affairs established an outreach office in Lansing, Michigan designed to reach out and encourage communities to develop self-reliance and innovative strategies to address the urban problems that affect them. This became the precursor to the current MSU Community and Economic Development Program (CEDP).

In 1973, Michigan State University established the College of Urban Development, which offered two baccalaureate degrees, one in Urban and Metropolitan Studies and one in Racial and Ethnic Studies. With the addition of these undergraduate degree programs designed to provide a base of scholarship on the conditions of urban life the CEDP became a learning laboratory for MSU undergraduate students.

In 1981, the Trustees of Michigan State University replaced the College of Urban Development with Urban Affairs Programs which was charged with coordinating University wide efforts in research, public service and graduate instruction in urban affairs. The Interdepartmental Graduate Studies Program provided a core set of urban courses offered to students from 15 schools and departments across the campus and offered both masters and doctoral degrees. During this period the CEDP expanded its urban learning laboratory to additional academic units at MSU to respond to the needs of graduate scholars engaged in a multidisciplinary study of urban conditions.

***MSU Community and Economic Development Program served as the national model for the university-community partnership in the Community Outreach Partnership Act passed by the U.S. Congress in 1992. This Act set in motion a national movement in university-community partnerships engaging citizens, university faculty, and students in strategic problem-solving practices at the local level.***

Throughout these transformations the CEDP developed and refined its outreach model and practice. In so doing, the CEDP has provided MSU and the State of Michigan with a unique opportunity to develop, implement and evaluate scholarly outreach partnerships designed to respond to the needs of city dwellers and distressed communities. In 1992 the MSU Community and Economic Development Program served as the national model of university/community partnerships in the 1992 Community Outreach Partnership Act passed by the U.S. Congress. CEDP Director Dr. Rex LaMore was the architect of this act that was sponsored by then senior U.S. Senator from Michigan Don Reigle. This Act set in motion a national movement in university community partnerships based on the CEDP outreach model of engaging citizens, university faculty and students in strategic local problem-solving practices (to date, over 100 institutions have received federal support under this Act [www.hud.gov/progdesc/copc.cfm](http://www.hud.gov/progdesc/copc.cfm) ).

In the early 1990s, with external financial support from the U.S. Department of Housing and Urban Development and the U.S. Department of Commerce and with the support and leadership of then MSU Extension Director Dr. Arlen Leholm, the CEDP established MSU Community and Economic Development Outreach offices with trained urban community development agents in Grand Rapids, Saginaw, Detroit, Flint, Pontiac, and of course Lansing. These extension specialists were jointly appointed with the CEDP and established for the first time in MSU history

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an urban extension presence in targeted core cities in our state. Elements of these urban extension programs continue today under the auspices of MSU Extension.

In 2002 Michigan State University initiated another assessment of the university's urban and metropolitan agenda. This assessment resulted in the disbanding of Urban Affairs Programs and its graduate studies program, and after a strategic analysis the university administration supported the move of the CEDP to the Urban and Regional Planning Program, an accredited undergraduate and master's degree program in the College of Social Science. Yet another transition followed in 2004, when the Urban and Regional Planning Program and the CEDP joined the newly formed intercollegiate School of Planning, Design and Construction. This School brings together the scholarly community outreach capacity of the Community and Economic Development Program with the accredited professional programs of Urban and Regional Planning, Landscape Architecture, Interior Design, and Construction Management.

Michigan State University's land-grant transformation is not unlike many other institutions of higher education that have sought to respond to the changes in society. MSU has preserved and sustained through these transitions its commitment to a scholarship of engagement when others have "retreated" to the ivory tower. The CEDP, with the support of MSU, community leaders and external funders, is a continuing example of MSU's land-grant tradition of full engagement. CEDP partners with urban Michigan in applying knowledge to solve real world problems and train the scholarly practitioners of the 21<sup>st</sup> century in methods and practices that recognize and respect the nature and fabric of urban America.

### **Theory of Practice: A Framework for University Outreach with Distressed Communities**

A society's ability to successfully address the problems that confront distressed communities largely depends on their intellectual capacity to understand the causes of these problems and to conceive of and effectively implement strategies that eliminate or minimize the sources of distress. Few institutions in modern society have both the capacity and the responsibility to generate and apply new ideas to address what are called in planning practice "wicked problems," i.e., those problems in which there is a lack of consensus as to their causes and which lack obvious solutions<sup>2</sup>.

The ability to build a broad community consensus and design targeted experiments, based on sound evidence, that take measured risk in applying new techniques to complex and persistent problems is a unique role generally reserved to institutions like universities. Government agencies and non-profit organizations that pilot untested methods risk being eliminated or having their budgets reduced if they fail to produce the outcomes desired by society. The private sector, driven in a large part by competitive market forces, has greater incentives to take risk in activities that have the potential to show a profitable rate of return in a relatively short period of time. However, where there exists no reasonable expectation of profitability, the capacity of the private sector institutions to develop and test new methods

As a post-doctoral scholar and research faculty member within multiple departments and colleges at Michigan State University, I often referred to the model of CEDP as one to follow for outreach and engagement.

My colleagues saw the value in these strategies as models and even adopted some of these strategies: the use of templates for quickly disseminating relevant scholarship to be accessible to the community, developing community advisory boards for research initiatives, and building an infrastructure to support grant writing and research specialists in the community.

I think the entrepreneurial spirit of the unit is a key to its success and one that other units would be well-served to emulate.

**- Melissa Huber,  
Department of Psychology**

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<sup>2</sup> Benveniste, G. (1989). *Mastering the Politics of Planning*. San Francisco: Jossey Bass. p. 15.

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declines. This is particularly true in areas of social and community development. Few private market driven institutions are committed to developing and applying new problem solving techniques to address the problems confronting distressed communities. It is in this environment that the unique role of universities to develop, test new interventions and disseminate those effective strategies that address the problems of our most challenged communities, becomes extremely valuable to society.

The Michigan State University Community and Economic Development Program, in adhering to a set of ethical normative *Community Development Principles* and utilizing a step-by-step method based largely on rational planning theory has developed an extensive portfolio of projects, concepts and strategies that address the challenges of distressed communities.

## Principles of Community Development

In 1985 the National Community Development Society adopted a set of ethical guidelines for practitioners in community development. Michigan State University's Community and Economic Development Program adheres to these guiding principles in the development and implementation of its community development projects.

These "Principles of Good Practice" ask that those practicing community development share a commitment to the following principles:<sup>3</sup>

- Promote active and representative citizen participation so that community members can meaningfully influence decisions that affect their situation.
- Engage community members in problem diagnosis so that those affected may adequately understand the causes of their situation.
- Help community members understand the economic, social, political, environmental, and psychological impact associated with alternative solutions to the problem.
- Assist community members in designing and implementing a plan to solve agreed upon problems by emphasizing shared leadership and active citizen participation.
- Disengage from any effort that is likely to adversely affect the disadvantaged segments of a community.
- Actively work to increase leadership capacity, skills, confidence, and aspirations in the community development process.

## Integration of Theory and Practice

The integration of planning theory and practice in scholarly outreach and student professional development is a central theme of the CEDP. Theory and practice in professional degree programs are often disconnected. Such a disconnection neither serves the professions well nor advances the generation of knowledge. Planning theory can provide guidance to practitioners in determining what to do in complex settings, how to do it, why and for whom. Practice can inform theory on important situational aspects that may confirm or dispute a theory. In linking theory and practice the CEDP applies the basic elements of rational planning and post modernist theories that reflect a commitment to civic engagement, depicted in Figure 1 on the next page<sup>4</sup>

CEDP's success with merging theory and practice is impressive.  
- Herbert Norman, MSU Urban and Regional Planning Program

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<sup>3</sup>Community Development Society, *Vanguard*, "Principles of Good Practices", No. 61, Summer 1986, University Extension Center, St. Joseph, MO, p.3.

<sup>4</sup>Brooks, Michael P. AICP, *Planning Theory for Practitioners*, American Planning Association Press, Chicago. Ill. 2002, p.162.

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The integration of theory and practice within the CEDP is a reflection of a scholarship of engagement that permeates the program and its projects. The following is a brief description of selected elements of this rational problem-solving model. Other activities, like stakeholder engagement and issue identification are discussed in Section VI.

**Research into Alternative Models** once specific problems have been identified the Community and Economic Development Program generally engages the community in **understanding the problems more fully and identifying possible solutions and alternative models** to address these concerns. This generally is where the traditional research efforts of an academic institution came into play. Faculty and students may identify models from other communities that have addressed similar situations, literature searches are conducted, and research projects are initiated. Throughout this process, however, the community is involved and the findings of these activities are shared with the community for their assessment and possible action.

**Local organizational co-sponsors** are important elements of the process. They reduce the potential of duplicating existing services, contribute to the planning and implementation of innovative programs, and serve as critical stakeholders in evaluating new strategies. They are also potential ongoing sponsors of projects, thus demonstrating a commitment to long-term problem solving beyond the initial start-up period.

**Intervention Strategies** based on the community-identified need and an examination of what strategies other communities have initiated to address this need, the CEDP, in cooperation with the project advisory committee, **initiates an appropriate intervention strategy**. In the past, these strategies have included such strategies as training, technical assistance, applied research, capacity building, innovative demonstration projects, information dissemination and networking and throughout each project student professional development.

The presence of MSU and the CEDP in the community through an off-campus office on Lansing's westside is a visible demonstration of the university's commitment to bring students and faculty together with local leaders to develop and implement new strategies for job creation and to strengthen the neighborhoods of our city. The CEDP office facilitates student engagement and community partnerships. These partnerships could not have been accomplished without the extension of the university to the community through this program and facility.

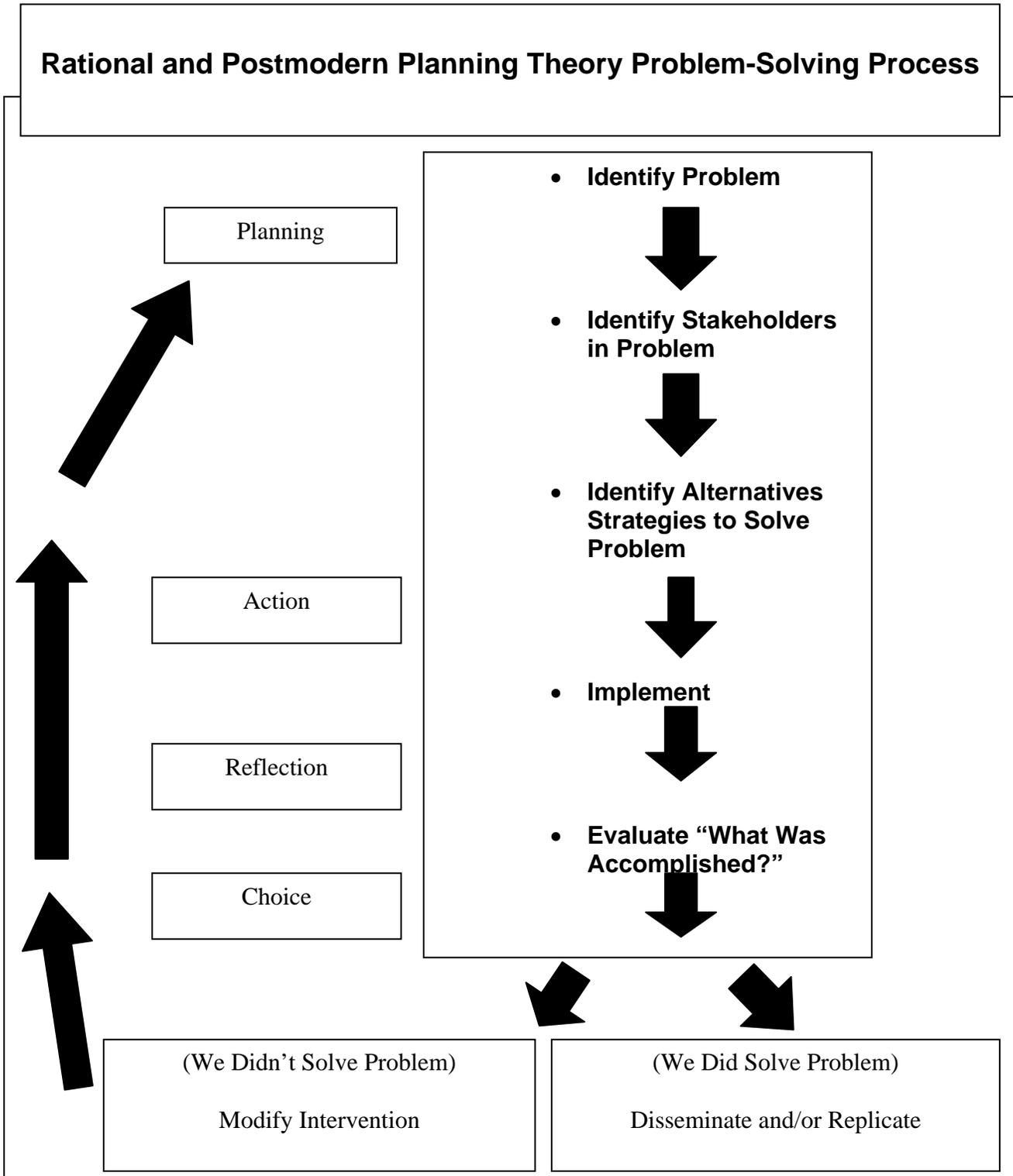
- Lansing Mayor Virg Bernero

The Lansing Branch of the National Association for the Advancement of Colored People (NAACP) expresses its sincere appreciation for our successful partnership of 30 years at the LeJon Building.

- James F. Gill, Jr.,  
NAACP

**Beyond the Campus** the CEDP maintains MSU's first urban extension off-campus community facility on Lansing's Westside. This facility serves as a community focal point providing a community space in which community and university partnerships can be developed. Such a facility provides tangible evidence to community partners of MSU's commitment to **reaching out to the community**. Beyond serving the practical need for accessible space, this community presence demonstrates a sincere commitment, which is critical to urban problem solving and the establishment of a trusting relationship necessary for effective community/university partnerships. The facility also permits the "incubation" of new institutional arrangements that can serve unmet needs by providing a supportive environment for the early stages of organizational start up and development.

Figure 1: Rational and Postmodern Planning Theory Problem Solving Model



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## Primary Activities of the CEDP

With over three decades of experience in community and economic development, the CEDP has developed an extensive portfolio of projects, concepts and strategies. These fall into seven categories:

1. **Applied Research**
2. **Capacity Building**
3. **Demonstration Projects**
4. **Technical Assistance**
5. **Training**
6. **Information Dissemination and Networking**
7. **Student and Professional Development**

For the purposes of developing a taxonomy of applied theory, these are described as distinct activities; however, experience has shown that in application they are interrelated and often sequential or even overlapping. It is not unusual for a particular project to generate activity in two or three of the categories described. The CEDP in collaboration with its advisory committees has developed several projects in which training, technical assistance and capacity building will occur simultaneously or sequentially; in other cases, however, a project will clearly fall into a single category. The activities are briefly described below. Section III describes specific projects that emphasize these activities; Section IV examines the impacts of these activities.

### ***Applied Research***

Developing and implementing successful applied research activities that address the problems of distressed communities is an important and unique function of university scholarly outreach. The CEDP defines applied research as "the thoughtful creation, interpretation, communication, or use of knowledge with the community, based in the ideas and methods of recognized disciplines, professions and interdisciplinary fields." What qualifies an activity as applied research is that it is keenly informed by the accumulated knowledge in some field, the knowledge is skillfully interpreted and applied, and the activity is carried out with intelligent openness to new information, debate and criticism. The integration of the knowledge-generating capacity of the university with the knowledge, skills and aspirations of the community is a critical element of successful applied research in an organization committed to a set of community development principles.

The research conducted by CEDP is multidimensional. The ultimate outcome is the generation of **actionable knowledge**. This is knowledge that informs one how to implement effective community and economic development initiatives. The faculty and students of the CEDP seek to execute its research in a way that there is bi-directional feedback and exchange such that the knowledge generated advances both basic theoretical understanding **and** empirically-based planning research and planning practice. The CEDP research model is analogous to current clinical and basic medical research and practice. This approach has been called **translational research**.

To produce actionable research and to conduct translational research, the CEDP employs basic research, evaluation research, applied research and action research. For example, CEDP's Knowledge Economy Research Team (KERT) (See Section III) both operates from the profession's body of basic-research theory and explicitly contributes to the advancement of that theory. In order to ensure that KERT's empirical research is measurable and grounded, the Team executes evaluation research by benchmarking and identifying best practices in planned development – both domestically and globally. The Team also engages in action research, because the profession's ultimate contribution to society is to stimulate practical visions with solutions to regional, community, organizational, institutional and systemic problems, demands and disparities.

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Given the range of research approaches that characterize the CEDP's work, one may appreciate and understand the multidimensional research model of the Program. This model has been developed and refined over many years of experimentation and practice. This model is congruent with and enhancing of Michigan State University's research and land-grant mission. Also importantly, CEDP's particular research model has been validated and recognized externally and internally by being awarded a regular stream of competitive grant funding, the proposals for which have undergone peer review and assessment.

The anticipated outcomes from successfully implemented applied research activities include: a greater awareness of alternative strategies to address specific issues; an increase in the community's awareness of the economic, social, political, environmental, and psychological impacts associated with alternative solutions; a heightened ability to recognize potential root causes of community concerns; and an improved capacity to develop and implement effective policy initiatives that address underlying causes of community decline rather than merely "treating the symptoms.". Examples of applied research projects conducted by the CEDP include needs assessments, case study analyses, policy analysis, and innovative model development.

CEDP has provided much needed information to policy makers on the state of our urban and rural areas. It is very important that policy makers have the latest data on trends occurring, so appropriate programs can be developed to insure our communities remain competitive.  
- John B. Czarnecki , MEDC

The applied research activities of a university outreach program are often the most challenging to implement. Past community experience with university-based research has unfortunately rarely resulted in any direct positive impacts on the lives of people. Citizens and their organizations are rightfully leery of "studies" which are conducted by "experts" on "subject populations" for somebody else's benefit. Community leaders express a legitimate grievance against scholarship that sees them as subjects rather than partners in the discovery and application of knowledge. However, research conducted in a spirit of mutual self-respect and benefit has the demonstrated capacity to transform our efforts to solve local problems. It is in this spirit of true partnership that the CEDP extends its research capacities to communities throughout Michigan.

### **Capacity Building**

Capacity building activities are designed to improve the ability of citizens and their organizations to solve immediate specific problems and also improve their ability to solve future community problems. The expertise needed to conduct capacity building activities may reside with local citizens or in outside consultants/experts. However, successful capacity building always results in an improvement in the skills of local individuals and organizations that is sustained over an extended period of time. Using the well-worn biblical metaphor, when one is engaged in capacity building, one is not only getting a fish, but is also "learning how to fish."

Capacity building is process-oriented as well as product-oriented. This is in contrast to technical assistance activities (see below), which are product-oriented. The outcomes of capacity building often include improved organizational structures, increased and improved citizen participation, greater community/organizational self-reliance, improved leadership abilities, and in general stronger community-based organizations at the local level which are more successful in addressing local concerns. The aim of capacity building is to enable individuals and

The team's work in leadership development among residents and the collaborative results they have had in developing the capacities of the residents and management teams to work together has resulted in increased economic self-sufficiency and quality of life in these public housing projects.  
- John Duley, Professor Emeritus

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organizations to continue to learn and grow. When capacity building is effective, the power of active and engaged citizens to bring about positive social transformation is improved.

### ***Demonstration Projects***

Demonstration projects represent the most extensive activities undertaken by the CEDP with community partners. As the name implies, demonstration projects manifest new problem-solving strategies, technologies, and institutional models in real-life settings. Demonstration projects are innovative applied experiments that attempt to exhibit cutting-edge problem solving strategies with the community while simultaneously building the capacity of the community to sustain this problem solving method if necessary and desired.

Successful demonstration projects may result in new institutional arrangements that are capable of addressing specific community needs over an extended period of time. Demonstration projects sponsored by the CEDP are generally implemented through a series of stages, including: conceptualization, resource mobilization, implementation, evaluation and transference to the community. For a demonstration project to be successfully transferred to the community, participation by the community throughout these stages is critical.

Few institutions exist in our society with the capacity and the responsibility to generate and apply new ideas to address community problems. The ability to design experiments based on sound evidence and "best practice" is a unique role generally reserved to institutions like universities. However, universities cannot help communities become self-sufficient by doing for them what they are quite capable of doing for themselves. At the end of a successful demonstration project where the community has been fully engaged in all phases, the continuation of the initiative is well within the capacity of the community. This may result in the creation of a new institution within the community or the reorganization of existing groups (See Section III for Asset Based Community Development example).

### ***Technical Assistance***

Technical assistance activities conducted by the CEDP are "time-specific tasks focusing on a specific content issue." The expertise to conduct technical assistance typically resides in consultants or experts, often brought into the community for a specific activity. When the task is completed, the expertise/knowledge generally leaves the community. Technical assistance is an activity that is inherently product-oriented rather than process-oriented

Examples of technical assistance include assistance with grant applications, community specific land-use and economic development plans, market analyses, site plans, asset inventories, and feasibility studies. Depending on a community's needs and capacities, and the resources available, the CEDP provides a broad range of technical assistance to communities and organizations.

### ***Training***

Education has long been recognized as an important tool for social change. This is particularly the case in democratic societies that seek to create empowered and self-sufficient individuals and communities. Societies that fail to create an informed and active citizenry are at best doomed to make ill-informed decisions regarding community issues, and at worst may be subject to the will of an informed elite whose actions dictate the nature of their communities. An educated and aware public facilitates sound decision-making and preserves the

The MSU Public Housing Institute played a huge role in the continuing education and training of public housing residents .... The Public Housing Institute graduated seven Fellows from the Muskegon Heights area alone. These graduates have gone on to inspire other residents to become "proactive" rather than "reactive" members of their community. These Fellows are serving on various civic committees in our community; one has worked her way out of public housing and is a homeowner.

**- McKinley V. Copeland,  
Muskegon Heights Housing  
Commission**

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democratic values of self-determination and individual responsibility. Through education and training opportunities, communities can gain access to needed information. Since the 1970s, the CEDP has organized and hosted, with the support of communities and organizations across the state, well over 150 conferences, workshops and seminars. These are generally non-formal, adult educational activities that assist individuals and organizations in gaining the skills and information essential to solving specific issues. The content and format of such training programs are determined, through a participatory planning process, by the community and stakeholders themselves. Past training events have examined critical community development issues ranging from leadership development, increasing homeownership, and community and economic development, to national and state public policies affecting the quality of life in our communities. The instructors/presenters are drawn from among practitioners in the community with important knowledge/skills, as well as from the academic and public policy community.

Participants in training programs gain relevant skills in specific areas, increase their awareness and understanding of the causes of particular issues, are often able to identify alternative solutions to a particular problem, and learn about strategies to mobilize the resources necessary to implement successful community development projects. Recently, the CEDP has hosted a number of "teleconferencing/networking" events utilizing modern telecommunications technologies with constituent groups to facilitate the exchange of information and skills across the state, the nation, and the globe.

### ***Dissemination and Networking***

Networking is the process of identifying and developing relationships with others for the purpose of establishing ongoing communication, cooperation, and/or mutual assistance. Successful networking typically occurs in three stages: identifying the relevant relationships, developing those relationships, and utilizing the relationships to enhance the effectiveness of specific endeavors. Working effectively with communities generally involves working together with a large number of other organizations or individuals. Networking serves to build relationships with others who may have information, expertise, access, or resources required for the successful implementation of community and economic development strategies.

Through our long lasting partnership with CEDP we have learned to partner with other organizations. We have been able to make eye-to-eye contacts with Mayors, Governors and Public Housing Officials.  
**- Patricia A. Patrick, Public Housing Fellow**

More than a quarter-century of involvement with a wide variety of community-based organizations, political leaders, and involved citizens has resulted in an extensive network of relationships that contribute to the effectiveness of the CEDP and similar groups. Many students new to CEDP bring with them their own existing networks, which can be utilized to further the mission of the CEDP.

Dissemination refers to those activities conducted by the CEDP that communicate new ideas and methods to appropriate target groups. The CEDP communicates with and through a variety of networks via web page ([www.cedp.msu.edu](http://www.cedp.msu.edu)), a printed and electronic newsletter (*Community News and Views*) and a variety of professional and community handbooks, policy briefs, presentations, and media broadcasts. Most recently the CEDP has used interactive videoconferencing for training with an underserved population in Michigan's public housing communities, and webcasting of Annual Institutes (see [www.wmsu.org](http://www.wmsu.org) for a webcast of CEDP's April 5, 2006 program).

## **Student and Professional Development**

In implementing the activities described above, the CEDP actively engages in the training and education of undergraduate and graduated students across a number of disciplines. These professional development activities include training incoming students in the fundamentals of community development, supervised experience in the implementation of ongoing CEDP projects, and specialized training in specific skill areas through in-services and seminars.

The CEDP offers the rare opportunity for students to participate in all phases of community and economic development initiatives, including the start-up, implementation, completion, and transference of projects to the community. However, because not every student will be involved in all of these stages in the course of carrying out his or her regularly assigned duties, interaction among students involved in the various CEDP projects and programs is critical to taking full advantage of this opportunity. In order to optimize professional development opportunities, CEDP encourages students to build and maintain networks of communication and mutual support with other students, faculty, and members of local communities.

Other specific professional development activities available to CEDP students include opportunities to engage in research and program evaluation projects, contribute to publications, attend conferences and seminars, and network with local community leaders, agency representatives, or elected officials.

The CEDP is committed to a diverse and multi-disciplinary student body that mirrors the communities that we partner with. Opportunities that support the scholarship and professional development of minority and international students are aggressively pursued.

CEDP provided me with a chance to engage in meaningful community development projects. I was treated as a colleague and given not just lots of responsibility – but freedom to contribute in ways that tapped my own abilities and interests....

The ideas, knowledge, and relationships that I received during my time at CEDP have been helpful in my current career path and in helping others connect with their learning interests and community service pursuits.

**- LeRoy Harvey, former student**

As the URPP Internship Coordinator, I've witnessed the passion that our students develop for the planning field because of internship placements with CEDP. Planning students that intern with CEDP always are successful in obtaining impressive positions after graduation.

**- Herbert P. Norman, Jr., MSU Urban and Regional Planning Program**



In adhering to a set of guiding principles, grounded in a theory of practice in a community setting, the CEDP provides a unique learning laboratory for MSU students and scholars committed to more fully understanding the complex nature of local problem-solving in modern society. In the tradition of a land-grant institution seeking to respond to the transformation from a rural to an urban society, the CEDP has served as an important catalyst for MSU. In Section III, examples of recent projects that reflect this practice of outreach scholarship are provided.

## CEDP Personnel

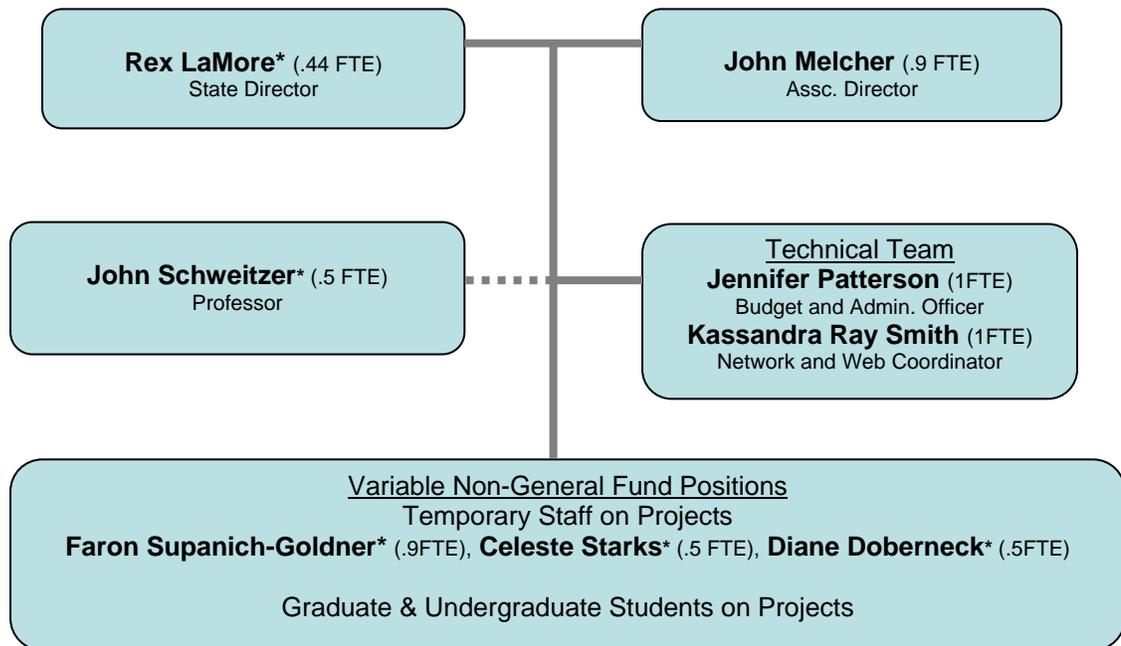
The following section describes the key professional staff of the CEDP. The community and economic development activities of the CEDP also involve the active support of volunteer community leaders, students and other professionals in community and economic development. The CEDP key faculty and staff are encouraged to create collaborative strategic partnerships with other academic and outreach units at MSU. In 2006 CEDP personnel have collaborative relationships with the Urban and Regional Planning Program, the Office of University Outreach and Engagement, the School of Social Work, the Bailey Scholars Program and the Department of Community, Agriculture, Recreation and Resource Studies. Past joint appointments have included MSU Extension.

It is the staff of MSU's CEDP that brings the most value to the communities in our state. While other community and economic development organizations might be able to claim similar expertise, none in my experience can claim a similar level of expertise, accessibility, experience, project applicability, and commitment to the well-being of low- and moderate-income families and communities.  
 - Christine A. W. Doby, C.S.  
 Mott Foundation

Because of its significant reliance on external funding to support university/community partnerships in community and economic development the CEDP regularly employs faculty, fixed term academic specialists, graduate and undergraduate students to accomplish specific research and outreach activities.

The CEDP's core academic and technical staff members are consistently small in number in comparison to the fluctuations that occur as projects are developed and completed. This core academic and technical staff is critical to maintaining a consistent level of quality and core capacity and programs, temporary personnel and volunteers come and go through the community development process. Figure 2 represents the 2005-2006 faculty and staff chart for CEDP.

**Figure 2: CEDP Academic and Technical Staff Members 2005-2006**

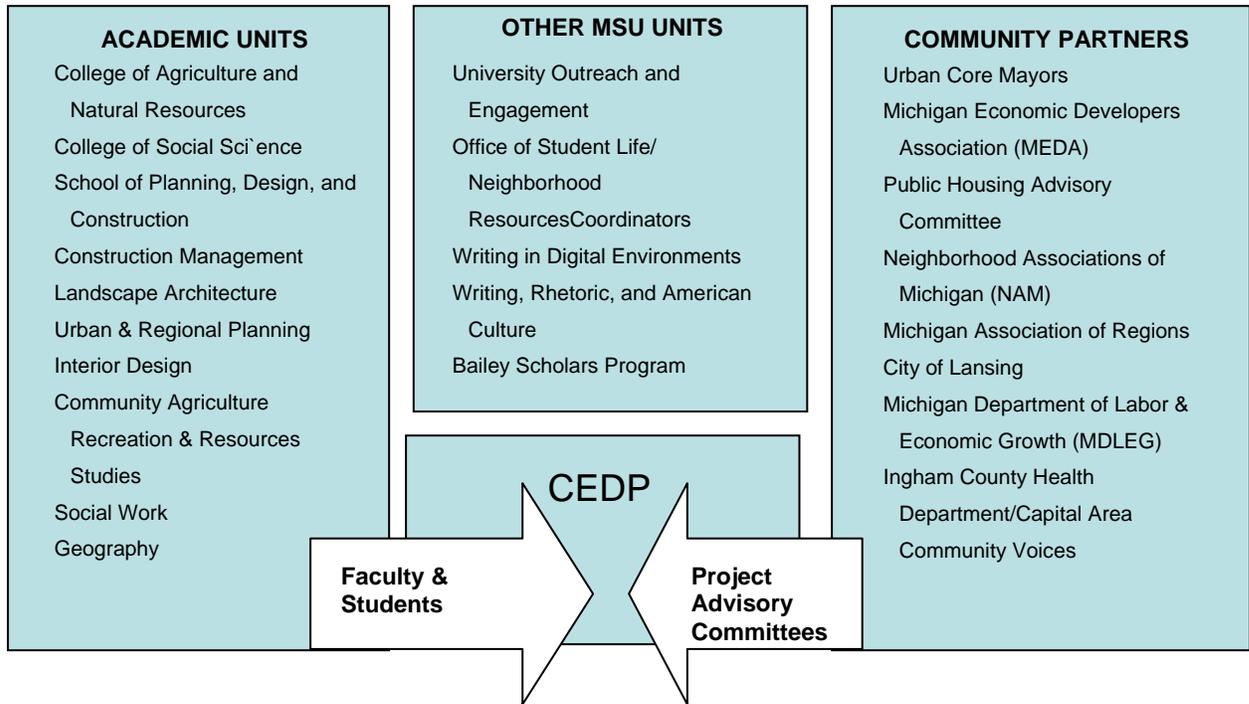


\*Schweitzer joined CEDP in 2003 during the Urban Affairs transition. LaMore and Schweitzer share faculty appointments in Urban and Regional Planning where they have teaching and advising roles. Melcher has a .10 FTE appointment with University Outreach & Engagement. Supanich-Goldner has a .10 FTE in Social Work. Starks has a .50 FTE with the C.S. Mott Group for Sustainable Food Systems in CARRS. Doberneck has a .25 FTE with the Bailey Scholars Program.

CEDP personnel (approximately 4 FTE) are highly trained in the scholarship of engagement. Core academic leaders have been recognized nationally for their skills and abilities in community and economic development (see Resume section for their individual accomplishments).

**CEDP has a number of formal and informal linkages to other MSU and off-campus partners, as depicted in Figure 3.** These linkages provide a base for scholarship, community support, and access to resources.

**Figure 3: CEDP Unit Affiliations**





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## II. Why We Do It

In her September 2005 Sesquicentennial Address *Boldness By Design*, Michigan State University President Lou Anna K. Simon spoke to the ethos that embodies our motivation and defines our approach to engagement with Michigan's distressed communities when she said:

*"Our land grant spirit strives to create resilience and sustainability. Our land grant heart opens to anticipate society's hurts and stands ready to bring healing by:*

- *Applying careful and persistent attention to the challenges—real and potential—facing society and preparing us through education and research to deal with the known and unknown, the predictable and the unpredictable*
- *Connecting our institution and knowledge with people, building citizen leaders and making them present in every community.*
- *Listening to society's needs, build trust, and working to find answers—dealing not just with immediate needs, but taking the long view<sup>1</sup>*

**"Engagement is a way for higher education to help people address issues, confront challenges, and solve problems".<sup>1</sup>**  
**- MSU President Lou Anna K. Simon**

With great spirit and heart and intellect, we help the people of Michigan to address issues, confront challenges, and solve problems in their communities. We engage our stakeholders in the complex work of addressing society's **wicked problems**. Wicked problems are those that lack clear goals, effective methods, or capable partners. They occur most often in distressed communities where the resources are scarce, the competition fierce, the morale disheartened, and the stakes high. In working with communities to resolve their wicked problems, we understand that finding the solution is not the sole matter—the process of arriving at the outcome is important as well.

As a consequence, we are compelled to approach our work with our minds open and committed to discovery; that is to "research, scholarship, and creative activity that reveal new knowledge, integrate it into existing bodies of disciplinary work, cross-pollinate disciplines, and possibly create something entirely new."<sup>2</sup> Our campus colleagues, Kenneth Corey and Mark Wilson call this approach **translational research** and liken it to current concepts in clinical and basic medical research and practice, where scholarship informs practice which then in turn informs scholarship in an on-going reflexive cycle that dialectically evolves to deeper understandings of both scholarship and practice. They believe:

**Most importantly, the Community and Economic Development Program consistently adheres to their mission to improve the quality of life in distressed communities.**  
**- Kathleen H. Wendler, Southwest Detroit Business Association**

*translational research is driven by an explicit objective of advancing and learning from relational planning practice. There is a need for more academic practitioner-planners to focus on research and planning practice. Bi-directional feedback and exchange should be the rule at this interface. It is by means of reciprocal, reflexive interaction that the planning profession might more readily incorporate and internalize relational understanding and relational planning behavior, resulting in the realization of new relational mindsets and relational approaches by all planning practitioners.*

These new mindsets and approaches emerging from authentic engagement with our stakeholders give rise to more effective solutions to the wicked problems facing our communities. Part of why we are engaged in principled community and economic development activities with

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<sup>1</sup> Simon, L. K. (September 8, 2005). Sesquicentennial Address: Boldness by Design. p. 2.

<sup>2</sup> The Kellogg Commission on the Future of State and Land Grant Colleges. (March 2000). *Renewing the Covenant: Learning, Discovery, and Engagement in a New Age and Different World*. p. 21.

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Michigan's distressed communities is because we know through experience and documented evidence that institutions of higher education have the responsibility to bring their resources and expertise to bear on community problems in a way that is respectful and mutually beneficial to all involved in improving the quality of life in distressed communities.

Implicit in Corey & Wilson's explanation of translational research are the principles and values underpinning excellent outreach and engagement practice. As outlined in Michigan State University's *Points of Distinction* Guidebook, they are: 1) mutuality, 2) equity, 3) development process, 4) capacity building, 5) "communityness," 6) cross-disciplinary approaches, 7) scholarship and pragmatism, and 7) integrity.<sup>3</sup>: These underlying values are similar to the community development principles we use to guide our work.

In addition, we also consider other dimensions of excellence: *significance*, *context*, *scholarship*, and *impact*. Throughout the report, particularly in the CEDP Programs section, we have emphasized the *significance* of our work for local, state, and national stakeholders, described the *context* in which our community engagement takes place, noted our contributions to the *scholarship* and practice of community and economic development, and documented the *impact* of our contributions to individuals, organizations, and communities. The several dozen letters of support from our stakeholders (individuals, communities, and organizations) also attest to the excellence of our engagement.

The MSU-CEDP has a strong commitment to issues confronting poor people in our state and the challenges of affordable housing.... The CEDP has been to the best of my knowledge the (only) program at MSU that has been continuously committed to and proactive in promoting and ensuring that equity and social justice issues are explicit priorities in Michigan's development.  
- Kenneth W. Bensen,  
Habitat for Humanity  
of Michigan

Not only is our work important to communities, our contributions are significant at Michigan State University as well. **We embody the spirit, values, and practice of "a new kind of public institution."** According to the Kellogg Commission's 6<sup>th</sup> Report on the Future of State and Land Grant Universities, it is time for public higher education to recommit to the basic elements of its side of the bargain [with society]. A significant part of that covenant includes:

- Learning environments that meet the civic ends of public higher education by preparing students to lead and participate in a democratic society
- Complex and broad-based agendas for discovery and graduate education that are informed by the latest scholarship and responsive to the pressing needs of society
- Conscious effort to bring the resources and expertise at our institutions to bear on community, state, national, and international problems in a coherent way<sup>4</sup>

At CEDP, we create and practice a culture of engaged learning for faculty, staff, graduate students, undergraduates, professionals, and community members to collaborate in meeting the pressing needs of society responsively and effectively. In this practice space, we define the issues collaboratively, consider alternatives creatively, implement innovative approaches efficiently, and evaluate the results reflectively. In this engaged learning environment, we seek to expose student learners to a broader definition of what it means to be a successful professional in a community-based setting. This environment helps to prepare our graduates to become the intellectual leaders and entrepreneurs who will advance the frontiers of knowledge, creativity, and innovation in their communities, their businesses, their non-profit organizations.<sup>5</sup> Through their exposure to our multi-dimensional approach to teaching, learning, applied research, and

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<sup>3</sup> Michigan State University. (1996). *Points of Distinction: A Guidebook for Planning and Evaluating Quality Outreach*. pp 3-4.

<sup>4</sup> The Kellogg Commission on the Future of State and Land Grant Colleges. (March 2000). *Renewing the Covenant: Learning, Discovery, and Engagement in a New Age and Different World*. p. 10.

<sup>5</sup> Simon, L.K. (February 11, 2005). *The Next Bold Experiment: A Land-Grant Revolution for the World*. The President's Address.

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authentic engagement with diverse constituencies, they come to understand society's wicked problems first-hand and gain significant professional experience in addressing them.

In essence, CEDP engages in community and economic development activities because we are responsible, as members of Michigan's land-grant institution, for strengthening Michigan's communities and for educating the next generation of professions in the most cutting-edge scholarship and practice. Like the authors of The Cherry Commission Report, **we wholeheartedly believe institutions of higher education in Michigan have a responsibility for creating a culture of entrepreneurship and creative economic initiative throughout our state.** One way to achieve this goal is to expand the role of higher education institutions in community development throughout Michigan

<sup>10</sup> CEDP believes that this contribution is what makes us a unique contributor to Michigan communities, Michigan State University, and the professional students who will be our future leaders.

*The concepts of democracy, experiment, and service embedded in the Morrill Act, the Hatch Act, and the Smith-Lever Act created a framework for evolution of the land-grant philosophy. Today, they continue as dominant themes at Michigan State University. Democracy and experiment define land-grant values. Service nurtures them.*  
**- Bette Downs, Community News & Views  
Vol. 18, No. 2, 2006, pp. 13-14.**

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<sup>10</sup> The Cherry Commission. (December 2004). *The Final Report of the Lt. Governor's Commission on Higher Education and Economic Growth.*



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### III. What We Do

The following section presents selected projects developed and implemented by the CEDP. These project descriptions highlight examples of the activities described in Section I and provide a framework for assessing impacts discussed in Section IV of this self-study report. The present Program Review did not allow for an exhaustive analysis of all projects developed and implemented by the CEDP. These projects were selected for study because they represent projects that have received significant external funding or embody the core principles and practices of the CEDP. Projects and related activities are discussed in six topical areas: economic development; urban policy; public and affordable housing; asset-based development; neighborhood community development; and dissemination and networking.

#### Economic Development

Consistent with the unit's mission, principles, and problem solving process, many of the CEDP's activities are centered on **local and regional economic development**, especially among distressed communities in the State of Michigan. As defined by Blakely (1989),

local economic development refers to the process in which local governments or community-based (neighborhood) organizations engage to stimulate or maintain business activity and/or employment. The principal goal of local economic development is to develop local employment opportunities in sectors that improve the community using existing human, natural, and institutional resources.<sup>11</sup>

Economic development is a process closely aligned with CEDP's fundamental principles of deep engagement with communities about issues of local concern. As with all CEDP projects, economic development projects are selected and defined on the basis of advice and close consultation with stakeholders throughout the community. As detailed in the following pages, such projects have spanned the full range of activities (research, training, networking, technical assistance etc.) discussed in Section I.

Based on its mission, CEDP has given special attention in conducting its economic development related activities to issues and trends affecting traditionally disadvantaged communities or groups.

#### **EDA University Center**

Much of the CEDP's economic development activity has taken place in the context of a longstanding partnership and funding relationship with the Economic Development Administration (EDA) of the U.S. Department of Commerce. This partnership included eighteen years of consecutive support as an EDA University Center (1987-2005), during which time the CEDP received a total of over 1.75 million dollars in federal funding and a similar amount in matching resources from university and other local partners. Although the primary focus has always remained Michigan communities, this long-term relationship with a federal agency has enabled the CEDP to engage in national as well as state and local economic development planning and practice issues. In 2006 CEDP was awarded an EDA grant of \$74,000, and an additional \$30,000 from the Michigan Economic Development Corporation and the Michigan Economic

The Community and Economic Development Program (CEDP), a long-time recipient of grants from EDA ... has met or exceeded the expectations of each grant.

In March, EDA awarded his program a \$74,000 grant for a project to enhance the capacity building of Michigan's economic development professionals to develop, retain, and attract knowledge based enterprises in their communities. We expect this project will make an important contribution to economic development in Michigan.

- C. Robert Sawyer, U.S. Dept. of Commerce, Economic Development Administration

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<sup>11</sup> Blakely, E. J. (1989) *Planning Local Economic Development*. Sage: Newbury Park, CA, p. 15.

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Developers Association, toward a project for the training and capacity building of economic development practitioners in issues of the knowledge economy.

Throughout the EDA University Center partnership the CEDP has applied its participatory model of engaging local and state stakeholders representing both professional and community perspectives to develop, implement and evaluate its initiatives. Each year the CEDP establishes a **statewide advisory group** of about two dozen leading practitioners, scholars, and active community leaders. (See Appendix B for advisory board members). Through quarterly meetings and regular communication with CEDP staff, members of the advisory board inform and shape the issues, questions, and methods of the unit's economic development projects. Advisory board members help identify current themes of special relevance to Michigan communities to feature in CEDP newsletters and training events, and frequently serve as presenters at seminars, Annual Institutes, or other training events.

I can always count on the CEDP and my fellow Advisory Committee members to keep me up to date with changing laws and programs and the latest in pertinent research.  
- Karl Dorshimer,  
Lansing Economic Development Corporation

### ***Representative list of recent statewide advisory committee members***

- Mary Blazeovich, Office of Mayor Kwame Kilpatrick, Detroit
- Patty Campbell, Public Housing Fellow, River Rouge
- Jon Coleman, Tri-County Regional Planning Commission, Lansing
- John Czarnecki, Michigan Economic Development Corporation, Lansing
- Jeff Hagan, Eastern Upper Peninsula Regional Planning and Development Commission, Sault Ste. Marie
- Chris Hnatiw, Regional Economic Development Team, Lansing
- Cris Doby, C.S. Mott Foundation, Flint
- Karl Dorshimer, Lansing Economic Development Corporation, Lansing
- Matt Dugener, Grand Valley State University, Grand Rapids
- Emily Fleury, Office of Governor Jennifer Granholm, Lansing
- Naheed Huq, Southeast Michigan Council of Governments, Detroit
- Ron Jimmerson, Cascade Engineering, Grand Rapids
- Tony Lentych, Community and Economic Development Association of Michigan, Lansing
- Bob McMahon, Southeast Michigan Council of Governments, Detroit
- Bill O'Brien, Metropolitan Organizing Strategy Enabling Strength, Detroit
- Megan Olds, Northwest Michigan Council of Governments, Traverse City
- Barry Stern, Macomb Community College, Clinton Township
- James Turner, Office of US Senator Carl Levin, Lansing
- Joe Turner, Michigan Property Consultants, Saginaw

### ***Seminars and Annual Institutes***

CEDP trains interested citizens, nonprofit organization and community leaders, private business interests, and public officials in both the process and the content of economic development practice. **Training** is delivered directly to interested groups in local communities; in seminars hosted on MSU's campus for faculty, students, and community members; and in the Annual Institute, a statewide conference CEDP has convened each of the past nineteen years. The topics of CEDP training events vary in response to stakeholders' interest and the unit's capacity to mobilize

The Annual Institutes have been invaluable to urban activists and economic developers and demonstrates that the CEDP is at the leading edge of thinking on urban revitalization.  
- U.S. Senator Carl Levin

expertise from within CEDP or across its university and community networks. Topics and themes for each Annual Institute are identified by the statewide advisory committee; specific conference agendas are developed by a separate planning committee comprised of advisory committee members and others with expertise in the theme. CEDP has organized Institutes on such topics as education and workforce development, faith-based community development, the use of community indicators, and the impact of technology on local development. Annual Institute themes and key presenters and registration numbers are listed below for the period of the Program Review; an annotated list of the Annual Institute themes is included in Appendix C.

**Table 1: Recent Annual Institute Themes, Key Presenters, and Registration**

<p>2006 <i>Responsibly Investing in Michigan Communities: Community Development Investment Strategies</i>  Key presenters: Victor DeLuca, President of Jesse Smith Noyes Foundation, Hazel Henderson (Ethical Markets Media).  registration: 160</p>
<p>2005 <i>Ideas and Dollars: How Cultural Economic Development “Makes Cents” for Michigan</i>  Key presenters: Dr. William Anderson (Department of History Arts and Libraries), Shalini Venturelli (American University)  registration: 159</p>
<p>2004 <i>Creative Communities and Economic Innovation: Working for Michigan’s Future</i>  Key presenters: Paul Sommers (Seattle University), Robert Sawyer (Economic Development Authority), Kurt Dewhurst (MSU)  registration: 158</p>
<p>2003 <i>Facts, Fads, &amp; Fantasies of Economic Development in the Knowledge Economy</i>  Key presenters: Rob Atkinson (Progressive Policy Institute), David Hollister (State of Michigan), Gar Alperovitz (University of Maryland)  registration: 153</p>
<p>2002 <i>Reshaping the Fundamentals: Strengthening Community Economies in Turbulent Times</i>  Key presenters: Peter Edelman (Georgetown University), Laury Hammel (Business Alliance for Local Living Economies)  Registration: 146</p>
<p>2001 <i>Working Wired: Empowering Workforce Development in an Information Society</i>  Key presenters: Jack Litzenberg (C.S. Mott Foundation), Alan Shaw (Linking Up Villages)  registration: 145</p>
<p>2000 <i>Discovering the Digital Frontier: Opportunities for CBOs and Low Income Communities</i>  Key presenters: Wendy Lader (National Telecommunications and Information Administration), Katherine Willis (Cyberstate)  registration: 126</p>
<p>1999 <i>Creating Sustainable Communities: The Role of Community Based Organizations</i>  Key presenters: Scott Bernstein (Center for Neighborhood Technology), Maureen Hart (Hart Environmental Data)  registration: 170</p>

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In addition to Annual Institutes, CEDP has organized dozens of **training seminars** in recent years for community and university stakeholders in economic development, affordable housing, environmental sustainability, social equity, and public policy. Some of these have been organized in cooperation with other units of MSU, including Urban Affairs Programs; the School of Planning, Design, and Construction; University Outreach and Engagement; and the Institute for Public Policy and Social Research.

### **Regional Economic Development**

**Regional level economic development** planning and practice has been a consistent theme of CEDP's University Center program. The Michigan Association of Regions (MAR), and its membership of 13 multi-county planning and development agencies, has been a consistent partner and client of the CEDP throughout the EDA partnership. CEDP has provided numerous **training, technical assistance** and electronic and face-to-face **networking** opportunities to MAR and its members. While continuing its partnership with the association of regional planning **agencies**, the CEDP has also recently begun working more closely with the association of individual **practitioners** of local economic development, the Michigan Association of Economic Developers (MEDA). We also continue to work with a variety of organizations in the Lansing region, including the City of Lansing's Economic Development Corporation, the Tri-County Regional Planning Association, the Regional Economic Development Team, and the newly-established *Prima Civitas*.

In addition to training events, CEDP develops longer-term **capacity building** relationships with communities seeking to make fundamental changes in the process or focus of their local economic development process. For example, CEDP has assisted the Northeast Michigan Council of Governments, the West Michigan Shoreline Regional



Development Commission, and the Eastern Upper Peninsula Regional Planning and Development Commission in becoming more responsive to emerging challenges and new trends in economic development. These capacity building partnerships have resulted in grants submitted to funders, applied research partnerships like the Community Income and Expenditures and Knowledge Economy projects (see below), and student based research projects.

MSU should be particularly proud of the CEDP staff and their outcomes-oriented program. On many occasions [we have] called upon CEDP for assistance in programming, capacity building, grant review assistance, EDA comprehensive development strategy assistance, serving as speakers at forums and monthly meetings, just to name a few of the collaborative activities we have shared.

- Christine Hnatiew,  
The Regional Economic Development Team, Inc.

### **Community Income and Expenditure Model**

To ensure that its economic development activities incorporate relevant cutting-edge information for local planners and practitioners, CEDP conducts **applied research** into emerging issues and problems facing Michigan communities. For example, beginning in 1994 CEDP conducted research into the dynamics of local economies. This project resulted in development of a tool for measuring the flows of financial resources into and out of communities, in order to identify "leakages" of local wealth that might be prevented to strengthen the local economy. The resulting Community Income and Expenditures Model was tested through **demonstration projects** in North Lansing and Southwest Detroit, and was subsequently **disseminated** widely through a handbook for communities seeking to apply the model. The handbook is now available online at

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[www.cedp.msu.edu](http://www.cedp.msu.edu). More recently, CEDP provided **technical assistance** in applying the income and expenditures model to the rural northern Michigan village and township of Hillman; in recent weeks the South Lansing Community Development Association has initiated discussions with CEDP about the possibility of applying elements of the Community Income and Expenditures Model in its local revitalization efforts.

### **Knowledge Economy Research**

The current emphasis of the economic development work of the CEDP is on helping planners and communities better respond to the challenges and opportunities of the knowledge economy. In today's highly competitive global marketplace, the ongoing restructuring from a traditional manufacturing to a knowledge-intensive economy presents special challenges for Michigan citizens and communities; given the state's historic reliance on manufacturing, Michigan finds itself "in the eye of the storm of globalization."<sup>12</sup>

The CEDP originally established its Knowledge Economy Research Team in 2000 as an element of the EDA University Center, in response to stakeholder questions about the distribution of benefits from state investments in the Life Sciences Corridor and the potential economic impacts upon disadvantaged communities and populations along the corridor route. Out of this original interest arose more generally applicable research and practice questions about the nature of effective planning for local economic development in the global knowledge economy. CEDP has addressed such questions by conducting **applied research** to describe the current status of Michigan communities with regard to indicators of effective knowledge economy planning and development. This work has resulted in two research reports: a statewide, county-level index of knowledge economy indicators (2004) and a separate metropolitan-level index (2005) (see Figure 4 on next page). On the basis of its applied knowledge economy research the CEDP has been invited to provide **training workshops** for regional economic developers in Saginaw, the Eastern Upper Peninsula, Port Huron and St. Clair County, and the tri-county Lansing region. Statewide and regional organizations including the Southeast Michigan Council of Governments, the Partnership for Redevelopment in Michigan and the Michigan Municipal League have also invited presentations on the knowledge economy to their economic development and policy committees.

I consider the Community and Economic Development Program a valuable partner in many ways.

The University and particularly the Community and Economic Development Program is a great resource for the State Cultural Economic Development strategy and I know I will identify more ways to work in concert and collaboratively.

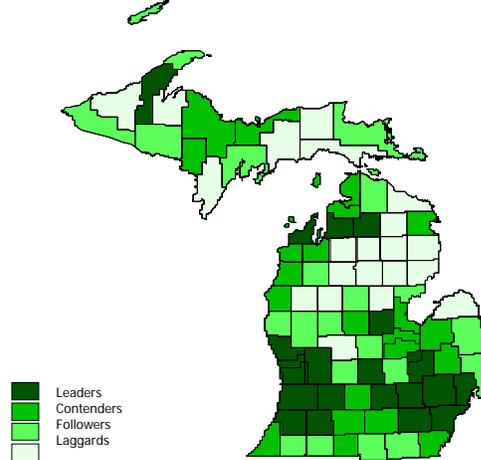
- William M. Anderson, Michigan Department of History, Arts and Libraries

Related areas of emphasis in the economic development activity of the CEDP have been to conduct **applied research** and provide **technical assistance** into Michigan's *Cool Cities Initiative* and the state's potential for *cultural economic development*. Since 2003 the CEDP has provided **technical assistance** to Governor Jennifer Granholm's Cool Cities initiative, a multi-agency effort to grow Michigan's economy by revitalizing existing core cities to attract and retain skilled young workers. From its initial involvement on behalf of the Urban Core Mayors of Michigan in the state's Grow Michigan planning process, the CEDP provided assistance to the Department of Labor and Economic Growth and the Michigan Economic Development Corporation in selection of cities to include in the Governor's statewide Cool Cities Advisory Committee, development of the principal elements of the initiative, design of an online survey of Michigan college students ([www.michigancoolcities.com](http://www.michigancoolcities.com)), and the design of the Cool Cities website ([www.coolcities.com](http://www.coolcities.com)). The CEDP was instrumental in involving other units of the university in the Cool Cities initiative, including faculty from Geography, Urban and Regional Planning, and Writing, Rhetoric, and American Culture.

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<sup>12</sup> Hazel Henderson, speaking at the 19<sup>th</sup> Annual Institute, April 5, 2006, East Lansing (available at [www.wmsu.org](http://www.wmsu.org)).

**Figure 4: Michigan Knowledge Economy Index  
Overall County Rankings**



Source: MSU Knowledge Economy Research

The partnership also resulted in CEDP’s participation in a grant-funded **technical assistance** and **applied research** effort led by Dr. June Thomas in support of Cool Cities, and a contract between CEDP and the Michigan Economic Development Corporation to assist in the research, marketing, evaluation, and education components of the initiative. The CEDP continues to participate in the Cool Cities initiative as an invited member of the Cool Cities Coordinating Team managed by the Department of Labor and Economic Growth, and the ongoing cool cities evaluation being conducted by Public Policy Associates under the direction of the Michigan State Housing Development Authority.

Dr. William Anderson, Director of the Michigan Department of History, Arts and Libraries invited the CEDP to serve on a task force examining the relationship between cultural and economic development in Michigan. The CEDP was represented on this task force throughout 2005, and Rex LaMore co-chaired the group’s Research Committee. In a separate **applied research** effort, CEDP staff and students conducted a baseline assessment of Michigan’s cultural economy, resulting in the report, *The Dollars and Sense of Cultural Economic Development: Summary Report of Michigan’s Cultural Capacity* (2005) and in **training** in the form of the 18<sup>th</sup> Annual Institute, “Ideas and Dollars: How Cultural Economic Development “Makes Cents” for Michigan.”

Over the past few years, faculty and students from the CEDP have provided technical and other support to Governor Granholm’s Cool Cities Initiative, Cultural Economic Development Strategy, and economic development programs.  
- Emily Fleury, Office of the Governor

**Dissemination**

CEDP **disseminates** the lessons, impacts, and research findings of its economic development activities through various printed and electronic media. Research reports, guided handbooks, newsletters and conference proceedings are among the written documents CEDP makes available to partners and other stakeholders. Many of these documents are also available through the CEDP webpage ([www.cedp.msu.edu](http://www.cedp.msu.edu)), which also includes information about the community development principles and processes (See Section III and Appendices).

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Some examples of research reports and planning and policy studies are:

- *Williamstown Township and LEED Standards: Planning for the Future. (2005).*
- *Building Energy Efficient Affordable Housing: A Strategic Goal for Habitat for Humanity of Michigan. (2005).*
- *Regional Economic Development in Mid-Michigan's Tri-County Region (2005).*
- *A Revitalization Study for Three Southwest Lansing Intersections. (2005).*
- *East Lansing SmartZone: An Analysis of the High-Tech Economic Development Potential. (2005).*
- *Doissin Great Lakes Museum Strategic Plan. (2005).*
- *Hagadorn Corridor Study—East Lansing, MI. (2005).*
- *The Creative Community Handbook: A Leap to Possibilities Thinking. (2004).*
- *Individual Development Accounts and Credit Unions: a Design Manual. (2002).*
- *Sustainable Community Handbook. (2002).*
- *Community Income and Expenditure Model Implementation Manual: How to Get the Information You Need to Create and Maintain Local Community Wealth. (1999).*

### **Student and Professional Development**

In economic development as in its other activities, CEDP **prepares students to become effective practicing professionals** by involving them as leaders in planning and implementing community-driven university engagement and field-based classroom experiences. In its thirty year history CEDP has provided a unique learning experience and financial support for many MSU students. The following students have been engaged in economic development activities and received financial support and training through CEDP since 1999.

The extent of hands-on experiential learning that CEDP is providing for graduate students, and for undergraduates as well, represents outstanding educational leadership.  
- **John Duley, Professor Emeritus**

- |                         |                   |                        |
|-------------------------|-------------------|------------------------|
| • Thomas Adelaar        | • Chris Foley     | • Alicia Love          |
| • Ryan Albright         | • Eric Frederick  | • Lenise Lyons         |
| • Kimberly Alsup        | • Amanda Gale     | • Amber Mushinske      |
| • Reynard Blake         | • Jimish Gandhi   | • Deanna Rivers        |
| • James Breuckman       | • Colleen Gapa    | • Jack Rozdilsky       |
| • Sara Brink            | • Michael Hicks   | • Sara Salhab          |
| • Tom Bulten            | • Rory Hoipkemier | • Chris Shay           |
| • Jason Camis           | • Tammy Holt      | • Karan Singh          |
| • Julie Car             | • Kristin Huber   | • Stephanie Skourtes   |
| • Mary Carlson          | • Melissa Huber   | • Greg Starks          |
| • Bernard Crawford      | • Dan Joranko     | • Celeste Starks       |
| • Maria Devoogd         | • Lindsay Joslin  | • Siew Tan             |
| • Amina Newsome         | • Young-Tae Kim   | • Kyle Wilkes          |
| • Harmony Fierke-Gmazul | • Dewey Lawrence  | • Olatunbosun Williams |
| • Bridget Flynn         | • Maryellen Lewis |                        |

Table 2 indicates the purpose, source, and amount of external funding received by the CEDP for economic development related activities between 1999 and 2005, totaling over \$600,000.

**Table 2: Selected External Funding for Economic Development**

<b>Cool Cities Initiative, 2004-2005</b> Michigan Economic Development Corporation	25,000
<b>Michigan Partnership for Economic Development Assistance/University Center Program, 2004-2005</b> U.S. Department of Commerce, Economic Development Administration	90,700
<b>Michigan Partnership for Economic Development Assistance/University Center Program, 2003-2004</b> U.S. Department of Commerce, Economic Development Administration	92,892
<b>Michigan Partnership for Economic Development Assistance/University Center Program, 2002-2003</b> U.S. Department of Commerce, Economic Development Administration	100,000
<b>Michigan Partnership for Economic Development Assistance/University Center Program, 2001-2002</b> U.S. Department of Commerce, Economic Development Administration	100,000
<b>Michigan Partnership for Economic Development Assistance/University Center Program, 2000-2001</b> U.S. Department of Commerce, Economic Development Administration	100,000
<b>Summer Institute Support, 2001-2002</b> C.S. Mott Foundation	5,000
<b>Michigan Partnership for Economic Development Assistance/University Center Program, 1999-2000</b> U.S. Department of Commerce, Economic Development Administration	100,000
<b>Total Funding 1999—2005</b>	<b>\$613,592</b>

## Urban Policy

The CEDP recognizes that finding effective solutions to persistent community problems will require action at many levels. For this reason, CEDP programming has always been attentive to ways the public policy environment affects the lives and prospects of those in disadvantaged communities. By training students and engaging community residents, leaders, and public officials in open discussion of difficult problems, CEDP seeks to maximize participation in community decision making and civic life.

### *Urban Core Mayors*

As part of its urban policy activity, for more than a decade Michigan State University's Community and Economic Development Program (MSU CEDP) has actively worked with Michigan's Urban Core Mayors to promote improved governance in the core communities in which many of Michigan's most vulnerable residents live. Other CEDP projects make it possible for students engaged in field-based learning to learn about pressing urban policy concerns and contribute toward their greater understanding and ultimate solutions. These projects incorporate several of the principal activities of the CEDP introduced in Section I of this report, and reflect the unit



mission's emphasis on bringing university strengths to bear on problems of distressed communities.

The Urban Core Mayors is a nonpartisan, multi-regional forum created to identify areas of mutual concern and to develop and implement an agenda for state urban policies. Formed in 1992 by Detroit Mayor Dennis Archer and Grand Rapids Mayor John Logie, the Urban Core

Mayors have worked together for effective policy solutions to Michigan's urban problems. The group helped craft the state's highly regarded Brownfield Redevelopment legislation in 1995, worked with state government to improve Michigan's Renaissance Zone program, and frequently seeks to promote federal and state policy that is responsive and respectful to urban concerns. Under the current leadership of Mayors George Heartwell of Grand Rapids and Kwame Kilpatrick of Detroit, the group is presently focused on the growing crisis in financing local government and the need to continue core city economic revitalization. The Urban Core Mayors also exchange information and ideas about local policies and practices that benefit individual cities. Current members include the mayors of Ann Arbor, Battle Creek, Bay City, Dearborn, Detroit, Flint, Grand Rapids, Jackson, Kalamazoo, Lansing, Muskegon, Pontiac, and Saginaw, whose metropolitan areas collectively include more than eight million of Michigan's ten million residents.

Between 1993 and 2004 CEDP received support of \$30,000 annually from the Office of the Provost to support the Urban Core Mayors partnership. The CEDP's engagement with the Urban Core Mayors centers on **networking**, **applied research**, and **training** components. In addition, the university benefits from the opportunities for **student/professional development** presented by the partnership, and CEDP continues to seek additional support for a more comprehensive **capacity building** relationship with the UCM.

In terms of **networking**, CEDP staff and students have supported the mayors group since its inception by scheduling and hosting meetings and assisting in coordinating communication among members. CEDP has organized and facilitated meetings held by videoconference in addition to face-to-face meetings. The CEDP helps connect mayors' offices through telephone, fax, and (increasingly) email communication, enabling the group to respond to the rapidly changing state policy environment. In addition to this basic ongoing networking, the CEDP has helped connect the mayors group to other interested groups, including the Urban Caucus of the state legislature, the Hudson Institute, and the Michigan Farm Bureau.

At every step of the way, the Michigan State University Community and Economic Development Program has been a key partner. From convening meetings to providing research, from advising members on urban issues, to under girding our legislative advocacy efforts, the staff at MSU-CEDP have provided an invaluable service to the mayors and, thereby, to the people of the thirteen urban centers represented by those mayors.

- Mayor George K. Heartwell,  
City of Grand Rapids

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### Member Cities of the Urban Core Mayors

- Ann Arbor
- Battle Creek
- Bay City
- Dearborn
- Detroit
- Flint
- Grand Rapids
- Jackson
- Kalamazoo
- Lansing
- Muskegon
- Pontiac
- Saginaw

In addition to this ongoing networking support, the CEDP has periodically generated **applied research** for the mayors group. As part of the UCM partnership MSU CEDP has conducted several statewide public opinion surveys, through the Institute for Public Policy's State of the State Survey, considering questions of interest and significance to mayors, including local and regional governance and land use planning. The CEDP also routinely shares with the Urban Core Mayors the results of other university-based research that is relevant to issues of current interest to the group. The unit has also generated scholarship on the basis of the mayors' partnership, in the form of several conference presentations (see Appendix D), and a chapter authored by Rex LaMore and Faron Supanich-Goldner of the CEDP in collaboration with Mayor Logie for an edited book on mayoral leadership.<sup>13</sup>



The CEDP has also provided **training** for the Urban Core Mayors. In 1998 and 2000, the CEDP worked with the Mayors and the Bipartisan Caucus of the Michigan House of Representatives to organize Urban Summits to identify a common policy agenda for Michigan. On January 15-16, 1998, the CEDP co-organized the first such summit, "Urban Vision: An agenda for the future of

Michigan cities." Neal Pierce, co-founder of the Citistates group, gave a keynote address, "Urban Policies for Our Times"; thirty key stakeholder organizations provided invited testimony to the mayors and legislators; and a panel of experts from within and outside the university responded to the key issues of the day. More than 200 people attended the 1998 Urban Summit. Two years later, the CEDP, UCM and Urban Caucus organized a second summit, "Urban Vision 2: Building coalitions for Michigan cities," on January 13-14, 2000. At this event, attended by more than 300 participants, Paul Hillegonds of Detroit Renaissance discussed "Michigan in 2020: What legacy will we leave," Douglas Kelbaugh of the University of Michigan gave a talk on "Urban Landscapes and Principles of New Urbanism," Curtis Johnson of Citistates presented "The Urban Core: It's back," and Larry Morandi of the National Council of State Legislatures gave the keynote presentation entitled "Growth Management: Perspectives from

CEDP became our home in Lansing and central meeting place where we could congregate. They also provided access and opportunity with the Urban Caucus of the House of Representatives.  
- John H. Logie, former Grand Rapids Mayor

<sup>13</sup> LaMore, R. L., and Supanich-Goldner, F. (2000). "John Logie and Intergovernmental Relations in Grand Rapids," Michigan," in J.R. Bowers and W.C. Rich, eds., *Governing Middle Sized Cities: Studies in Mayoral Leadership*. Boulder, CO: Lynne Rienner.

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other states.” Each of these summits resulted in statements of **urban policy priorities** for legislative action, many of which continue to be relevant today.

In addition to the statewide summits for multiple stakeholder groups, CEDP has provided **training** opportunities for the mayors themselves through smaller forums. These have included a 1998 speaker series organized with Public Sector Consultants featuring author Malcolm Gladwell and Brookings scholar Bruce Katz, and a 2000 videoconference training on the Census Complete Count initiative featuring Kurt Metzger of Wayne State University’s Michigan Metropolitan Information Center.

### ***Student/Professional Development***

By relying on graduate and professional students for implementing many aspects of the Urban Core Mayors partnership the CEDP has combined community engagement with professional development. In the dozen years of CEDP working with the Urban Core Mayors, the following students have participated in the project:

- Melody Scofield, Political Science
- Faron Supanich-Goldner, Social Work-Urban Studies
- Norman Carter, Criminal Justice-Urban Studies
- Linton Ellis, Communications
- Harmony Fierke-Gmazel, Urban and Regional Planning
- Jason Camis, Parks, Recreation and Tourism
- Julie Burtch, James Madison College

The relationship with CEDP facilitated a venture between the City of Inkster government and SEMCA that jointly funded a feasibility study of an abandoned public middle school. The study produced by MSU urban planning students has proven to be an excellent resource for data and demographic information for local agencies seeking to serve Inkster. We refer agencies and researchers to the study quite frequently.  
- **Christopher B. Smith, Southeast Michigan Community Alliance**

Other student involvement in urban policy occurs in the form of Urban Planning Practicum and Urban Policy Analysis courses taught by CEDP Director Rex LaMore, in the Urban and Regional Planning Program. Students in these courses take advantage of the ongoing partnership with the Urban Core Mayors and other units of state and local government (e.g., the Office of the Governor, the Michigan Department of History, Arts and Libraries, and the Ingham County Health Department) to address questions of urban policy development and implementation. Students prepare policy briefs, complete planning studies, and present recommendations that inform real-world policy and practice. A recent example is the Spring 2006 urban planning practicum project in Dearborn, in which students conducted a feasibility study for a principal shopping district/business improvement district, the results of which are to be presented in a public forum May 1, 2006.

As noted in Section I, the CEDP during the 1990s established a presence in urban Michigan through resident community development specialists, in partnership with MSUE. Several of these have continued as urban extension specialists beyond the partnership between MSUE and CEDP, providing local MSU expertise accessible to the mayors of Detroit, Flint, Grand Rapids, Lansing, Pontiac, and Saginaw.

In light of the continuing social and economic challenges facing Michigan’s core cities, Michigan State University’s Community and Economic Development Program proposes a new way for Michigan’s elected leaders and its finest urban scholars to collaborate, providing local governments with the information and expertise required to more effectively govern their cities. Working with the Urban Core Mayors of Michigan and the network of Michigan’s public universities, the proposed project is intended to

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build stronger working relationships between mayors and scholars, resulting in improved governance and a better quality of life for Michigan cities.

## Public and Affordable Housing

### *Historical Context*

Michigan State University, through CEDP, is one of few institutions of higher education in the nation to have a sustained commitment to public housing residents. For over 20 years, CEDP has been engaged in leadership development, capacity building, and technical assistance to public housing residents, public housing authorities (PHAs), PHA boards of commissioners, and PHA directors.

Public Housing is affordable housing established for eligible low income families, the elderly and persons with disabilities. There are approximately 1.3 million households living in public housing nationwide. In Michigan, there were 37,193 people living in public housing in 2005. The household composition of public housing in Michigan consists of 38% elderly, 29% female head of households with children, and 33% disabled. On average, the annual household income is \$10,414 with 47% between \$5,000 and \$10,000 a year (2004). The overwhelming majority of these residents are both extremely low income and members of a racial and/or ethnic minority group.

*Programs offered by CEDP help to address the challenges faced by public housing communities by providing resident leaders with the educational, and financial support they need to initiate successful community development programs in their respective communities.*

In addition to race and class based obstacles to self-sufficiency, public housing residents face additional problems due to the intense concentration of poverty in many public housing communities. Further, in an effort to physically separate these communities from the surrounding areas, many public housing communities have been built in isolated areas in which residents feel few connections with their surrounding communities.



While many residents of public housing possess the desire to make a difference in their communities, they encounter barriers to effective leadership including a lack of support from local and state government officials and limited educational and financial support to achieve improvements in their communities. Programs offered by CEDP help to

address the challenges faced by public housing communities by providing resident leaders with the political, educational, and financial support they need to initiate successful community development programs in their respective communities.

Public housing represents an underserved population in Michigan. The CEDP outreach partnership with Public Housing Residents and local government leaders is consistent with the historic mission of the CEDP to address the needs of distressed communities and a diverse population. In the 1990s the U.S. Department of Housing on the national level also initiated support for resident organizations in public housing. In partnership with HUD, local governments

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and local leaders the CEDP was able to bring its expertise to bear on the issues of local leadership training and capacity building.

In 1996, CEDP and its partners in public housing were instrumental in the **passage of Michigan Public Act 338** which requires all public housing authorities with over 250 residents to have a resident of public housing as a participating member of the housing commission. The intent of the Act is to enable public housing residents to have a voice in the affairs of their own communities, thereby empowering them to create the changes necessary to improve the quality of life in their communities.

### ***Resident Training and Capacity Building***

In 1998, CEDP conducted a **formal needs assessment** to determine the leadership and training needs of public housing commissions and public housing residents. Close to three-fifths of those surveyed reported that they did not have access to any leadership training. The study indicated a clear need for a comprehensive training to provide public housing residents with the skills necessary to promote active participation in public life, enhance their individual self-sufficiency, and improve the life in their communities. In response to the **leadership development** and **capacity building** needs identified by public housing residents, a team of CEDP faculty, staff, and graduate students sought funding for training activities from the U.S. Department of Housing and Urban Development (HUD) in 1999.

***CEDP piloted two-way interactive television learning modules with low-income residents of Michigan public housing communities.***

*Resident Opportunities for Self-Sufficiency I* grant from the U.S. Department HUD was awarded for 2000-2003. The training program served 13 public housing communities including Albion, Ann Arbor, Bay City, Ecorse, Highland Park, Lansing, Muskegon, Muskegon Heights, River Rouge, and Ypsilanti. The training program took place in three cycles over three years and utilized both face-to-face meetings and **distance**

This extended learning component effectively brought together a diverse group of people to learn and share their thoughts about a number of evolving issues facing public housing.  
**- Douglas A. Rise, Bay City Housing Commission**

**learning technologies.** With the leadership of the MSU CEDP **public housing leaders had regular access to MSU's distance learning interactive educational network through selected community colleges in key communities.** This partnership for leadership development and capacity building topics included:

- understanding HUD policies and procedures
- developing organizational and planning skills
- understanding community and economic development
- using technology in public housing management
- participating effectively in the formation of public policy

Guest speakers from national and Michigan organizations presented training sessions:

- Mr. Dushaw Hockett, Public Housing Resident National Organizing Campaign
- Mr. Othello Poulard, Center for Community Change, Washington, DC
- Ms. Joann Adams, U.S. Department of Housing and Urban Development
- Mr. Scott Banninga, Muskegon Heights Housing Commission
- Mr. Tom Dennie, MSU Public Housing Fellow, Muskegon Heights Housing Commission
- Ms. Roz Edwards, Program Coordinator for Section 3 Detroit Housing Commission
- Mr. John Nelson, Detroit Housing Commission
- Ms. Maureen Taylor, Community Development Program Officer, Detroit, Neighbor Family Initiatives
- Mr. Lorenzo Lopez, Education Director, Cristo Rey Community Center, Lansing, MI
- Ms. Geraldine Brock Johnson, Michigan Peer Review Organization
- Mr. Michael Murphy, Michigan Representative
- Mr. Greg Starks, Michigan Lobbyist

- Mr. Virg Bernero, Michigan Representative
- Mr. Tony Lentych, Community Economic Developers Association of Michigan
- Ms. Maryann Piekosz, U.S. Department of Housing and Urban Development

See Appendix E for the sample training schedule. Additional funding from the Michigan State Housing Development Authority (MSHDA) was leveraged to assist public housing residents with leadership development and networking activities.

*Resident Opportunities for Self-Sufficiency II* was awarded by the U.S. Department of Housing and Urban Development for 2000-2004. Similar in focus to ROSS I, this training program served four public housing communities including Benton Harbor, Detroit, Inkster, and Pontiac. Again, MSHDA was generous with its support for leadership development and networking activities.



The **Public Housing Advisory Committee** was a hallmark of ROSS I and ROSS II activities. This advisory committee guided the implementation of the grant and ensured its activities were responsive to the needs of the public housing residents. The Public Housing Advisory Committee, composed of 10-15 people concerned about the quality of public housing communities across Michigan, met four times per year. Members included public housing resident leaders, members of the MSU faculty who were knowledgeable about

current housing issues in Michigan, and housing professionals who had technical expertise to contribute to the leadership development and capacity building agenda. The Public Housing Advisory Committee was structured so women and minorities were effectively represented. The overall advisory committee assisted with planning, implementation, and evaluation, while sub-committees focused on more specific tasks, such as training, networking, recruitment, and newsletter (see Appendix F for Public Housing Advisory Committee roles/responsibilities, membership list, and sub-committee responsibilities).

### **Public Housing Advisory Committee Members**

Phyllis Ball, MSU Urban Affairs Program  
 Scott Banninga, Muskegon Heights Housing Commission, Executive Director  
 Cheryl Bernard, Michigan Department of Public Health, WIC  
 Jimmie Caldwell, Benton Harbor, President of Resident Council, President of MSU Fellows  
 Patty Campbell, River Rouge, President of Resident Council  
 Gwen Coney, Lansing, President of Hildbrandt Resident Council  
 Diane Covell, Resident Self Sufficiency Coordinator Jackson Housing Commission  
 Joe Darden, Urban Affairs Program, Associate Dean  
 Tom Dennie, Muskegon, President of Resident Council  
 Pearlina Diggs, Muskegon Heights, Residence Service Coordinator  
 Ura Green, Benton Harbor, Vice President Resident Council  
 Maxie Jackson, Urban Affairs Program, Associate Dean  
 Robert James, Michigan State Housing Development Authority  
 Tabitha Kelly, Benton Harbor, Treasurer  
 Maureen Kramer, Detroit, Chairperson Detroit Neighborhood Initiative Program  
 Rickey Hill, Benton Harbor, City Commissioner  
 Dewey Lawrence, MSU-CEDP  
 Lettie McKinney, Muskegon Heights, Resident  
 Karl Opheim, Bay City, Assistant Director Bay City Housing Commission  
 Nancy Pittman, River Rouge, Resident Service Coordinator Housing Commission  
 Maureen Taylor, Detroit, President Detroit Welfare Rights Organization  
 Sophie Tyler, Lansing, Michigan Department of Public Health  
 Eunice Tysone, Benton Harbor, Resident Service Coordinator Housing Commission

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Bobbi Wallace, Inkster, President of Resident Council  
Danethal Whitfield, Benton Harbor, Executive Director  
Ruth Williams, Detroit, President of Herman Gardens Resident Council

### ***People's House Newsletter***

Because networking is an important aspect of community leadership development, the MSU Public Housing team worked closely with the Public Housing Advisory Committee to bring the fellows together regularly and to establish a newsletter. At the end of each year, a celebration was held to honor the graduates from the program (See Appendix G for the Proclamation for Community Empowerment). The *People's House* newsletter was created to share success stories of public housing resident leaders. Four editions of *People's House* chronicle the activities and the impacts associated with CEDP's public housing initiatives. They can be viewed at: <http://www.cedp.msu.edu/peopleshouse.html>.

*People's House, Vol.4, No. 1 (Spring 2006)*

*People's House, Vol. 3, No. 2 (Spring 2005)*

*People's House, Vol. 3, No. 1 (Winter 2004)*

*People's House, Vol. 1, No. 1, (Fall 2001)*

ROSS I and ROSS II lead to the grassroots formation of a more advanced public housing resident leadership group called the Michigan State University **Public Housing Fellows Program** in 2001. Their mission is to "strive to increase the quality of life of public housing residents by empowering resident organizations, sharing information, increasing professional opportunities for residents and fellows, leading initiatives for resident's self-sufficiency, and advocating resident's rights." With technical assistance from CEDP Public Housing Team staff, the Public Housing Fellows became formally incorporated as a 501(c)3 nonprofit organization in the state of Michigan in 2005. (See Letters of Support from Patty Campbell, Tom Dennie, Patricia Patrick in the last section of this report).

Since the culmination of ROSS II in 2004, CEDP's contributions to public housing have focused on providing **technical assistance** to specific public housing communities and **applied research** on public housing issues through engaged student learning activities, such as practicum projects, master's thesis, and dissertation research.

**Future plans** for CEDP's Public Housing team plans include technical assistance to Detroit public housing commission and an application to HUD for 2006 ROSS III funding—both activities will continue to support leadership development and capacity building activities in Michigan's public housing communities.

In addition to participant feedback, the MSU Public Housing Team received accolades for their contribution to public housing communities from members of Congress in 2000. Letters from then U.S. Representative Debbie Stabenow and U.S. Senator Carl Levin are included in Appendix H.

Over the seven year review period (1999-2005), the MSU Public Housing Team received over half a million dollars in external funding for leadership development, capacity building, technical assistance, applied research, and networking activities. The purpose, source, and amount of these competitive contracts and grants are summarized in Table 3 on the next page.

**Table 3: External Funding for Public Housing**

<b>Partnerships for Stronger Families and Neighbors, 2005</b> <i>MSU-Community Vitality Program</i>	49,895
<b>Public Housing Fellows Partnership, 2004</b> <i>Michigan State Housing Development Authority</i>	4,000
<b>Resident Opportunities for Self Sufficiency (ROSS II), 2000-2004</b> <i>U.S. Department of Housing &amp; Urban Development</i>	240,000
<b>Public Housing Fellows Partnership, 2003</b> <i>Michigan State Housing Development Authority</i>	4,000
<b>Resident Opportunities for Self-Sufficiency (ROSS I), 2000-2003</b> <i>U.S. Department of Housing &amp; Urban Development</i>	240,000
<b>Public Housing Fellows Partnership 2002</b> <i>Michigan State Housing Development Authority</i>	7,000
<b>Public Housing Fellows Partnership, 2002</b> <i>Michigan State Housing Development Authority</i>	2,000
<b>Public Housing Fellows Partnership, 2001</b> <i>Michigan State Housing Development Authority</i>	7,000
<b>Public Housing Fellows Partnership, 2000</b> <i>Michigan State Housing Development Authority</i>	750
<b>Total Funding, 1999—2005</b>	<b>\$554,645</b>

**Affordable Housing**

The CEDP has also conducted **applied research** into affordable housing policy and practice. Between 1998 and 2001, with funding from the Fannie Mae Foundation and The Aspen Institute Nonprofit Sector Research Fund, CEDP conducted research investigating the relationship between the organizational capacity and affordable housing production among nonprofit housing groups in urban and rural Michigan. This project resulted in the publication of research findings as well as a series of three policy briefs, documenting Michigan’s affordable housing crisis, considering the viability of affordable housing trust funds, and discussing adapting building codes to rehabilitation projects. The building code policy brief was later adapted for publication in academic journals and trade publications (see Appendix I and Appendix J for publications ). In 1999 and 2000 CEDP faculty and staff also conducted research on the characteristics and trends regarding the homeless population of Kent County, Michigan.

Habitat for Humanity of Michigan had the opportunity to work with a team of researchers with the MSU Community and Economic Development Program examining affordable housing production and organizational capacity.

Supported by the Fannie Mae Foundation, this project received the 2002 “Excellence Award for Interdisciplinary Scholarship” from the MSU Honorary Society of Phi Kappa Phi. Habitat for Humanity of Michigan was pleased to be a key partner in that project.

**- Kenneth W. Bensen,  
Habitat for Humanity of Michigan**

The interdisciplinary affordable housing research team received two awards recognizing the quality and impact of its work on nonprofit production of affordable housing:

- Phi Kappa Phi Honor Society Excellence in Interdisciplinary Scholarship—Affordable Housing Research Team, April 22, 2002
- Michigan Housing Trust Fund, Affordable Housing Warrior, 2001

**Table 4: External Funding for Affordable Housing**

<b>Affordable Housing Development: Relating Capacity To Production, 2000-2001</b> <i>The Aspen Institute</i>	18,500
<b>Affordable Housing Research Project, 1998-2001</b> <i>Fannie Mae Foundation</i>	50,000
<b>Kent County Homeless Study, 1999-2000</b> <i>Kent County</i>	4,800
<b>Total Funding, 1999—2005</b>	<b>\$73,300</b>

***Student and Professional Development***

While CEDP’s Public Housing Team has been committed to empowerment of public housing residents, they have also been committed to educating MSU students and staff about public housing through **engaged learning experiences**. Over the seven year review period, more than twenty undergraduate and graduate students, and staff have learned alongside public housing residents. They include the following students and staff from Urban Planning, Sociology, Social Work, Higher & Adult Education, Resource Development, and Construction Management.

- Gretchen Archer
- Susan Cocciarelli
- Norman Carter
- Bernard Crawford
- Maria DeVoogd
- Alicia Earle
- Linton Ellis
- Thoma Gadson
- Jimish Gandhi
- Jose Gomez
- Jill Harper
- Tammy Holt
- Kristen Huber
- Melissa Huber
- Tamara Juarez
- Cathy (Stauffer) Kuhn
- Maryellen Lewis
- Alicia Love
- Dianne Marshall
- Johnna Matthews
- Toni Wade
- Olatunbosun Williams

One of these students, Jimish Gandhi, completed a **Master’s thesis** in Building Construction Management on Project Management Practices of Public Housing Authorities. Another, Catherine Kuhn, received a Community Vitality Program grant to fund **doctoral dissertation research** examining the effects of housing vouchers on mobility in Pontiac, Michigan,. Other student teams have produced **briefing papers** for community stakeholders including a 2005 report to Habitat for Humanity of Michigan.

As part of this self-study program review process, several former MSU Public Housing Team members have shared their stories in about the impact of working at CEDP on their personal and professional development. Letters of support from Ola Williams and Alisha Earle are included in the Appendices.

No one wants to live in poverty or economically devastated and ignored communities and for many, CEDP is the only outlet they have that makes them feel respected, supported and valued in their own neighborhoods  
**- Alisha J. Earle, former student**

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## Asset-Based Community Development

The Community and Economic Development Program (CEDP) has a long history of working with community groups whose primary interest is to use their assets and capacities to improve the well being of their community. Two major streams of thought have influenced the asset-development work that the CEDP has engaged in since the latter part of 1990's.<sup>14</sup>

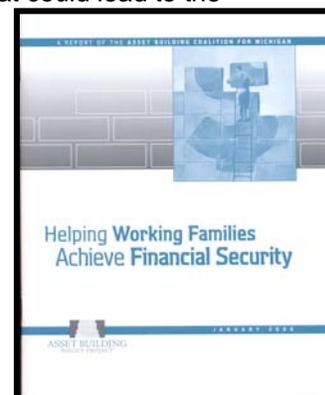
One line of thought was advanced by John McKnight and John Kretzmann from the Center for Urban Affairs and Policy Research at Northwestern University. Their perspective is firmly grounded in and builds upon the neighborhood-rooted traditions of community organizing, community economic development and neighborhood planning. There are three characteristics of asset-based community development that have been put forward by McKnight and Kretzmann<sup>15</sup> and embraced by the CEDP.

- The first is that the development process be “asset based” meaning that development strategies start with what is present in the community, i.e., the capacities of its residents and organizations.
- Secondly, the process be “internally focused” which suggests that initial activities concentrate on agenda building and problem-solving capacities of local residents and organizations.
- And thirdly, that the process be “relationship driven,” that is to say that the development process constantly builds and rebuilds relationships amongst individuals, as well as relationships between organizations. (In a more contemporary perspective we might refer to this as a social capital model).

The second major line of thought that has influenced the CEDP's asset-based development initiatives comes from Michael Sherraden at the George Warren Brown School of Social Work, at Washington University in St. Louis. Sherraden has put forward a theory of welfare effects of assets.<sup>16</sup> The theory suggests that, the accumulation of financial assets by individuals will produce behavioral changes that will allow people to focus their efforts, take risks, create an orientation toward the future, and encourage the development of human capital. This theory has led to the development and demonstration of tools and programs that could lead to the formulation of an asset-based welfare policy.

The CEDP embraced these concepts and theories in developing its asset-based community development initiatives. Starting in the mid 1990's CEDP **partnered** with the City of Lansing by providing **technical assistance** and **investing** in the establishment of the Lansing Community Micro-enterprise Fund (LCMF). The LCMF is one of a handful of micro-enterprise development organizations in the state that strives to assist low-income individuals start a small business by providing access to education/training and micro-loans. Program participants who successfully complete the educational component are then eligible to apply for a loan. Building from the strengths of the community and the program

The CEDP's focus topics, specifically individual development accounts, capacity building for public housing residents, and affordable housing, are right on target for our community. The City of Battle Creek supports the CEDP and looks forward to continuing our relationship.  
- Battle Creek Mayor John K. Godfrey III



<sup>14</sup> In addition to Kretzmann and McKnight and Sherraden (below), see Green, G. P. & Haines, A. (2001) *Asset Building and Community Development*. Thousand Oaks, CA: Sage Publications.

<sup>15</sup> Kretzmann, J. P. & McKnight, J. L. (1993) *Building Communities from the Inside Out: A Path Toward Finding and Mobilizing a Community's Assets*. Evanston, IL: Center for Urban Affairs and Policy Research, Northwestern University.

<sup>16</sup> Sherraden, M. (1991). *Assets and the Poor: the New American Welfare Policy*. New York: M.E. Sharpe.

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participants, micro-enterprise development initiatives such as the LCMF have proven to be a useful tool for asset-based community development.

In 1997, the CEDP began developing a **demonstration program** for the use of Individual Development Accounts (IDAs) with local organizations. IDAs are savings accounts for low-income persons, who agree to save money for an approved wealth-building asset such as a down payment on a house, starting a micro-business, or investing in education and training. When the IDA holder reaches their savings goal and is ready to make their investment, the savings is matched (generally \$2.00 to \$1.00, and sometimes \$3.00 to \$1.00). The CEDP assisted in starting three IDA initiatives with three Lansing organizations demonstrating the applicability of this tool for addressing issues of poverty and asset building. Advent House Ministries, Holt Public School District and Lansing Catholic Credit Union were the first organizations in the state to develop IDA programs.



In 1998, based upon this experience and similar experiences across the country, the CEDP initiated **IDA policy development** by requesting that the governor include IDAs as an allowable use of federal welfare dollars in the state

welfare plan. The CEDP was also requested to testify to the Michigan legislature as they considered and passed legislation authorizing the Family Independence Agency (FIA) to establish a state-wide IDA program which is now known as the Michigan IDA Partnership (MIDAP). The CEDP is a **founding partner** and still serves as a member of the state-wide advisory committee for the Michigan IDA Partnership.

In 1998-1999, the CEDP was awarded a **\$50,000** contract by the Michigan FIA to **research** the feasibility and effective operation of IDA programs by credit unions across the country, in order to inform existing and emerging community development credit union (CDCU) practice and **policy** in Michigan. Twenty-three CDCUs were identified and interviewed and case descriptions and profiles were developed from the insights of these experienced practitioners, which demonstrated both the feasibility and the apparent effectiveness of CDCU-based IDA programs. This report can be found at : <http://www.cedp.msu.edu/techresesarchreportspg2.html>.

In 2000, the CEDP was awarded nearly **\$250,000** to conduct a two year **learning demonstration** initiative focused on developing IDA programs in eight Michigan CDCUs. This initiative incorporated the learning from the research conducted the year before by the CEDP as well as the findings of the Corporation for Enterprise Development's evaluation of the national American Dream Demonstration initiative. The CEDP provided **technical assistance** to the participating CDCUs as they assessed the feasibility of designing and implementing IDA programs. The CEDP demonstration and technical assistance methodology was organized with the assistance of a **statewide advisory committee** consisting of eight participating credit unions and the Michigan Credit Union League. Participating credit unions were:

- Bethel A.M.E. Church Federal Credit Union, Saginaw, Michigan
- Straits Area Federal Credit Union, Cheboygan, Michigan
- Lansing Community Credit Union, Lansing, Michigan
- First Community Federal Credit Union, Kalamazoo, Michigan

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- Forest Area Federal Credit Union, Fife Lake, Michigan
  - Westshore Community Federal Credit Union, Muskegon Heights, Michigan
  - Delta County Credit Union, Escanaba, Michigan
  - Federal Employees of Chippewa County Credit Union, Sault Ste. Marie, Michigan

The initiative was organized into five stages:

1. initial contact,
2. feasibility assessment,
3. design and implementation,
4. learning exchanges and
5. transition

Upon the completion of this **demonstration project** the learning and insight from this effort were captured in the final report of the Michigan Credit Union-Individual Development Accounts Initiative. Highlights of the impacts include the following:

- Each of the eight credit unions had opened IDA accounts, with a total of 82 open accounts.
- Total accumulated savings was \$21,786.
- The number of months IDA holders saved ranged from 1-12 months; the average number of months saved was 5 months with a monthly savings range from \$25-55.
- Seven credit unions were awarded a sum of \$312,000 in match funds from the Michigan IDA Partnership (MIDAP).
- Two credit unions had started youth accounts through local public schools; five of the credit unions offered first time home ownership IDAs and small business development IDAs as permissible uses.
- All of the participating credit unions are located in or have branches in communities whose poverty level average is 14%; Michigan's statewide poverty level average is 11%.

In 2005, the state-wide Michigan IDA Partnership Advisory Committee (which the CEDP is a member) wanted to broaden the policy discussion in Michigan beyond IDA's and was instrumental in developing the Asset Building Coalition (ABC) for Michigan. The CEDP is one of 45 offices and organizations that make up the ABC including bi-partisan legislators, state agencies, for-profit and non-profit organization. The purpose of the ABC has been to create a report that outlines new and existing **state policy options** with the greatest potential to help working poor households build assets toward becoming more financially secure. The report of the Coalition was released in January 2006 entitled Helping Working Families Achieve Financial Security and contains an outline of **policy** initiatives to be considered by the state legislature.

The asset-based development initiatives of the CEDP are built upon both theory and practice and has utilized the community development process to work closely with constituent advisory groups to **research, demonstrate and develop policy** to encourage the asset accumulation of Michigan's residents most in need. This work has been assisted by **student involvement** both graduate and undergraduate and has contributed to the development of the CEDP partnership with the School of Social Work where we serve as a sight for social work student internship placements. This work has also enabled the CEDP to share the insights and lessons learned in the class room through **guest lecture opportunities and information forums**.

Table 5 (see next page) summarizes the nearly \$400,000 in competitively awarded external funding for CEDP activities in the area of asset-based community development during the review period.

**Table 5: External Funding for Asset-Based Community Development**

<b>Individual Development Accounts and Capacity Building in Michigan Community Development Credit Unions, 2000-2002</b> <i>Michigan Family Independence Agency</i>	<b>249,936</b>
<b>Community Development Credit Unions, 2000-2002</b> <i>Michigan Family Independence Agency</i>	<b>100,000</b>
<b>Study of Feasibility of Effective Operations of Hosting Individual Development Accounts within Community Development Credit Unions, 1999</b> <i>Michigan Family Independence Agency</i>	<b>30,000</b>
<b>Total Funding 1999-2005</b>	<b>\$ 379,936</b>

## Neighborhood Community Development

CEDP has been involved in an effort to strengthen urban neighborhoods for over 25 years. In this section of the report we present several examples of CEDP involvement in urban neighborhoods which demonstrate how the guiding principles have been applied. In the late 1970s the CEDP was a federal VISTA site and recruited, trained, and placed VISTA volunteers in targeted Lansing neighborhoods. During the Reagan administration, through the process of devolution, responsibilities for numerous issues facing our nation's cities were being transferred from the federal government to state governments to local governments. It became apparent that neighborhoods had to assume greater responsibilities. Faced with new challenges, problems and issues, urban residents began to come together in loosely formed neighborhood organizations and associations. The Center for Urban Affairs (CUA) in the 1980's began to get requests for **capacity building** assistance in ways of helping to form, strengthen and empower these groups so they could address problems in their own neighborhoods.

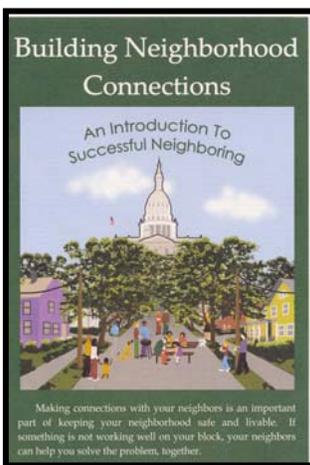
Examination of the situation identified the need for an **applied research** study to document and describe the neighborhood associations that were in existence through out the state. Working through MSU extension agents, local governments, and relevant community organizations, a list of potential neighborhood associations was developed and a mailed survey was conducted to collect data on the neighborhood associations. In 1985 the first *Directory of Michigan Neighborhood Associations* was published by the Center for Urban Affairs. This directory provided contact information for each identified neighborhood association throughout the state and documented the kinds of activities undertaken by the association. The publication of this document facilitated a meeting of interested neighborhood activists from throughout the state under the auspices of CUA to identify common interests and issues. This meeting led to the formation of a state-wide organization called Neighborhood Associations of Michigan (NAM). In September, 2005 the 19<sup>th</sup> Annual Conference of NAM was held in Lansing. About 75 Michigan neighborhood leaders attended plenary

The Community and Economic Development Program (CEDP) has played a most significant role in creating and supporting the Neighborhood Associations of Michigan (NAM). ... Since that beginning, the CEDP has been involved with the growth and development of NAM. This involvement has included the provision of program development assistance, facilitating NAM program relationships with Michigan State University and other community-based organizations, and providing office space.  
**- Maxie C. Jackson,**  
**Neighborhood**  
**Associations of Michigan**

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sessions and 13 workshops on topics ranging from grant writing to predatory lending. In addition to housing NAM's statewide office, CEDP currently assists with the annual conference and promotes **information dissemination and networking** through the NAM Newsletter, production of NAM FACT and TIP sheets, and the NAM Mini-Grant program.

In 1999 CEDP partnered with the WestTown Redevelopment Association to form the Community Voices Northwest Lansing Leadership Institute. The Leadership Institute conducted an **applied research** project to explore community perspectives on both the "health" of the community and the health of individuals through. The first part of the study was a series of interviews with leaders of organizations located in the community. This research identified the perspectives on individual and community health that were held by five general sectors: neighborhood organizations, educational institutions, community based nonprofits, businesses, and faith-based institutions. The second part of the research consisted of a survey of individual residents to compare their perceived social connection on local blocks with perceptions of individual health on these blocks. In conjunction with Ingham County Community Voices, CEDP and the Leadership Institute held a neighborhood summit to announce the results of the study and to develop recommendations for promoting healthy neighborhoods and individuals in Northwest Lansing. The summit was held at Sexton High School with over 150 residents in attendance. After the presentation of the **applied research** findings, a facilitated dialogue was held which resulted in eleven recommendations for further action. Five of these were identified as catalytic, meaning that implementing them would facilitate the implementation of the other recommendations. The Northwest Lansing Healthy Communities Initiative (NLHCI) was formed shortly after the summit to implement the recommendations. The CEDP has continued provide support to this Initiative as it works on promoting neighborhood health in northwest Lansing. Between 2003 and 2005 CEDP staff provided training and supervision to four Masters Students of Social Work placed at NLHCI for field practicum experience in community development. In the spring of 2006 the CEDP, in collaboration with the Urban and Regional Planning Program, placed two student practicum teams with NLHCI to conduct a commercial corridor study and a site reuse study for an abandoned General Motors plant.



Shortly after the conclusion of the summit, a group of neighborhood residents formed to implement the first catalytic recommendation which was to increase the investment of residents in sustaining and strengthening their neighborhoods by promoting social connection with their immediate neighbors, block by block. This group, known as the Block by Block Connection Group, began meeting on its own to figure out ways to build trust and cohesiveness among neighbors. They decided to develop a handbook focused on building neighborhood connections. For some **technical assistance** they contacted CEDP professor John Schweitzer, who was directing the Sense of Community in Lansing Neighborhoods Project. Over 25 community residents, MSU students and faculty contributed ideas and suggestions resulting in a 16 page handbook called *Building Neighborhood Connections: An Introduction to Successful Neighboring*. As a result of this collaboration Dr. Schweitzer was able to obtain a grant to pay for the production of the handbook and

to conduct an **applied research** project to test its effectiveness in developing a block level sense of community among urban residents. A total of 6,000 handbooks were printed and distributed in Lansing and other Michigan cities, and MSU Extension selected it as its first exclusively web-based publication.

In addition to these two examples, CEDP has been using its guiding principles to further neighborhood community development in many ways. An example of **capacity building** is the founding of the Lansing Neighborhood Council (LNC) by CEDP and provision of office space and support in its early years. LNC, an umbrella organization that seeks to create and strengthen neighborhood associations through the city, now has its own office space and two full time

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employees. CEDP faculty members have conducted **applied research** in response to requests from urban extension agents in Flint, Grand Rapids, and Lansing to identify factors that are related to participation in neighborhood associations. Other **applied research** projects include a study to identify characteristics of stable mixed-income neighborhoods in Grand Rapids, and a study of housing abandonment and owner decision-making in Flint neighborhoods.

In 2001 the CEDP was asked to design and conduct a course for students who were hired as Neighborhood Resource Coordinators (NRC) by the Community Relations Coalition (CRC) in East Lansing. The CRC works to build trusting relationships between the communities of East Lansing and Michigan State University by fostering cooperation and communication between neighbors. In order to facilitate improved relations between permanent East Lansing residents and the semi-permanent student population, student Neighborhood Resource Coordinators were hired to work in East Lansing neighborhoods. The CEDP was asked to develop a field-based program of study that would provide an introduction to the theoretical and practical skills required to do this work.

Understanding that successful community builders are able to apply a set of technical skills in an intensely political and value-laden environment this course examines university/community partnerships and the basic principals and practices of community development professionals. Through a series of seminars/lectures and independent study assignments, students examine and discuss community development in the context of university community partnerships.

By the end of the two semester course, each student is able to:

1. Describe the nature and scope of university/community partnerships in the United States.
2. Describe the role of citizens and neighborhood organizations in the community building process.
3. Explain the implications of race, gender and social economic status in planning and community development
4. Identify the necessary skills to promote social action and equity planning in communities.
5. Identify and discuss basic program planning strategies for community organizations.
6. Describe the concepts of Social capital and it's implications for community building.
7. Formulate an initial set of professional activities.

Since 2001 the CEDP has conducted this professional development program five times (ten semesters) and provided instruction and **professional development** to 37 students (NRCs). Although these students graduate from varied and diverse majors at the university several have gone on to engage in community development work after graduation.

## Dissemination and Networking

The CEDP uses a variety of formal, informal, printed, and electronic means of information dissemination to improve the quality of life in distressed communities. In this section we will briefly examine selected dissemination strategies, the scholarly products associated with these strategies and evidence of impact.

Since 1988 the CEDP has compiled, authored, and published a printed newsletter entitled the "**Community News and Views**"<sup>17</sup>. The purpose of the newsletter is to 1) facilitate awareness of issues, education and cutting edge research focused on distressed communities primarily in Michigan, 2) facilitate opportunities for students, community leaders, and other professionals to share ideas and information in feature articles, and 3) promote and recognize the work of community and economic development practitioners, some in local neighborhoods.

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<sup>17</sup> Earlier printed newsletters were entitled the "*StreetCorner*" c.1978-88.

With input from the EDA Statewide Advisory Committee editions since 1988 have focused on a unique theme addressing an emerging topic in community and economic development. The *Community News and Views* provides MSU faculty, students, national leaders, scholars, community leaders, and practitioners with an opportunity to disseminate their research, ideas and innovative practices to a broad audience concerned with the revitalization nationwide of distressed communities (current circulation is over 12,000).

**Table 6: Community News and Views Distribution**

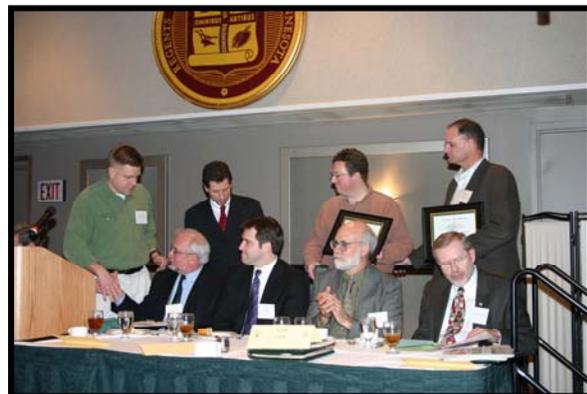
Total number of subscribers in database	12,920
Number of subscribers in Michigan	10,626
Number of subscribers out of state	2,294
Number reporting institutional or organizational affiliations	11,000

Past *Community News & Views* themes have included:

<i>Social Capital</i>	<i>Housing</i>	<i>Women, Community &amp; Development</i>
<i>Community Capital</i>	<i>Working Wired</i>	<i>Creative Communities and Economic Innovation</i>
<i>Urban Policy</i>	<i>Capacity Building</i>	<i>Technology-Led Economic Development</i>
<i>Urban Land Use</i>	<i>Regionalism</i>	<i>Community-Based Food Systems</i>
<i>Sustainable Communities</i>	<i>Communities in Turbulent Times</i>	<i>Cultural Economic Development</i>
<i>Information Technology</i>	<i>The Knowledge Economy</i>	
<i>University/Community Partnerships</i>		

*Community News and Views* contributing authors have included former Vice President Al Gore (1999), Michigan Governor Jennifer Granholm (2003), David Hollister, former Lansing Mayor and Director of the Michigan Department of Labor and Economic Growth (1998 & 2003), leading scholars such as Dr. Ira Harkavy, Director of the University of Pennsylvania Center for Community Partnerships (2000), Dr. Gar Alperovitz University of Maryland, National Center for Economic Alternatives (2003), Dr. Mike Hamm, C.S. Mott Distinguished Professor of Sustainable Agriculture at Michigan State University (2004), and numerous articles by graduate research students at MSU and other community and economic development leaders throughout the state and nation. Editions of the newsletter are available to view on the CEDP web page at [http://www.cedp.msu.edu/cnv2005\\_2006.htm](http://www.cedp.msu.edu/cnv2005_2006.htm). (See Appendix K for complete listing).

In selected projects, supported by external funders the CEDP will establish a specific newsletter for a targeted constituent partner. The *Peoples House*, first published in 2001, funded by the U.S. Department of Housing and Urban Development is an example of a targeted constituent publication. The *Peoples House* is published periodically specifically for leaders and scholars in public housing. Articles by residents of public housing, public housing officials and scholars in public and affordable housing from Michigan and throughout the nation provide readers with articles on the challenges and opportunities confronting Michigan's 25,000 public housing residents. With a



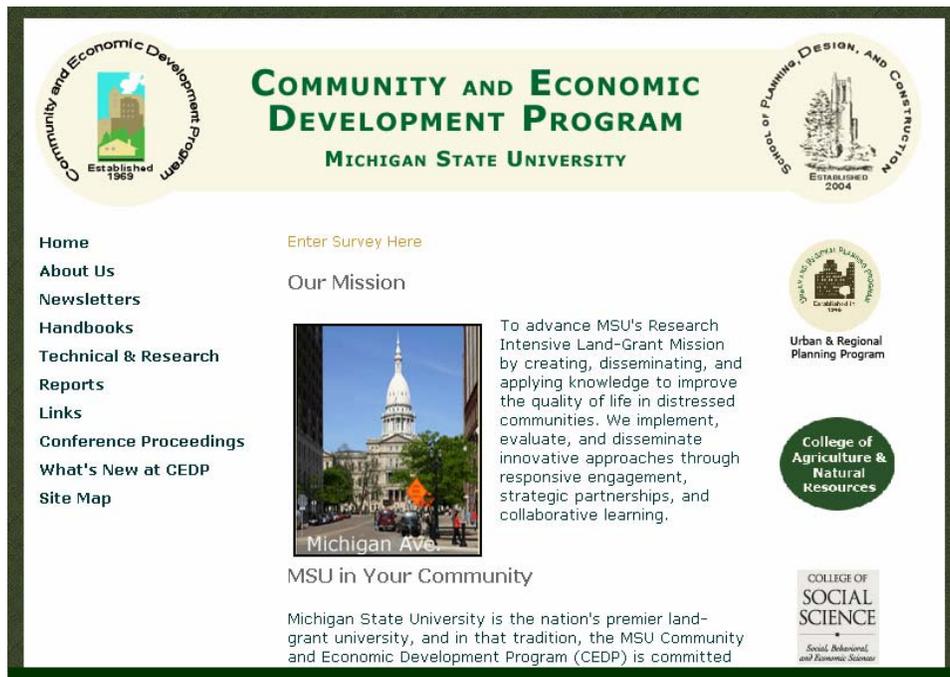
circulation of approximately 800 the *Peoples House* is a unique university/community partnership serving some of Michigan's most challenged neighborhoods.

MSU also recognizes exemplary scholarship and practice in community and economic development through the annual Community and Economic Development Award, presented by the CEDP Faculty Board of Advisors at the Annual Institute. Among the first awardees in 1997 were MSU researchers Steve Gold, Lindon Robison, and Marcelo Siles for their independent inquiries into the significance of social capital (see inset box). More recent recipients of the CED award have been honored for a county-wide land bank program (Genesee County Land Bank Authority, 2003), a university-community partnership in Kalamazoo neighborhoods (Building Blocks of Kalamazoo, 2004), and research investigating how engaged scholars can "enable communities and organizations to write in digital environments (MSU Writing in Digital Environments Research Center, 2006).

[The MSU Social Capital Initiative] put MSU on the map as a center for social capital research, furthered many of our careers, educated our students and sustained many development and community activities. It would not have come into existence without the CEDP program.  
- Steven J. Gold, MSU  
Department of Sociology

In 1997-98 the CEDP began the development and expansion of its electronic information network. Early web pages were developed with considerable student volunteer support. More recently administrative staff of the CEDP have completed professional training on web page development and have created a very user friendly, attractive professional web page which is regularly updated. Located at [www.cedp.msu.edu](http://www.cedp.msu.edu) the web page provides selected global access to organizational information such as the unit's mission and guiding principles, research reports, policy briefs, newsletters, other publications and archived video materials.

Figure 5: CEDP Home Page: [www.cedp.msu.edu](http://www.cedp.msu.edu)



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The CEDP has aggressively pursued the conversion of a traditional print communication network to an electronic network. We currently have electronic addresses for approximately 3,010 of our 12,920 member network. Continued efforts to secure electronic addresses are being pursued as a way of improving the speed by which information is disseminated to appropriate target audiences, improving the quality of the materials distributed and finally expanding the scope and nature of the materials distributed. Recent additions to the web have included video streaming and powerpoint presentations.

In the summer of 2005 the CEDP compiled and distributed its first electronic edition of the *Community News and Views*. The second electronic newsletter was published and distributed in Winter 2006. Themes for these two electronic versions of the newsletter included The Triple Bottom Line (2005) and Energy and Community Well- Being (2006). In addition to articles from national leaders like William McDonough (Vol. 17, #3), winner of three presidential awards and corporate leaders like Paul Murray, Corporate Environmental Affairs manager for Herman Miller, Inc. (Vol. 17#3) , the electronic newsletter is able to provide users to links to other sites of thematic interest, and video broadcast such as the keynote address offered by Ray Anderson, Founder, Chairman and President & CEO of Interface addressing the West Michigan Sustainable Business Forum on responsibilities of corporations for the biosphere.

Given the mission of the CEDP to address the needs of distressed areas, the CEDP is very sensitive to the issues of access that may inhibit low-income persons and persons in isolated communities from accessing the information readily available on the web page. Internet access is evenly distributed in Michigan. According to Wendy Lader, then Senior Policy Advisor at the U.S. Department of Commerce, National Telecommunications and Information Administration, "African Americans and Hispanics are the least connected groups"<sup>18</sup>. A 1997 study conducted by Dr. Mark Wilson of MSU noted that only 40% of African Americans in Michigan used a computer.<sup>19</sup> While that number has likely increased since 1997, access by poor people is still lower than for other populations in the state and the nation. Such uneven distribution of internet access suggests that information dissemination to residents and community leaders in distressed areas can not currently be accomplished solely by electronic means in distressed areas.

Perhaps the most overlooked and undervalued aspect of implementing successful community and economic development projects is the establishment of community networks. **Community networking** is an essential element of community problem-solving in a democratic society. The term networking in this context refers to the *creation of relationships for the purposes of establishing mutual interest and shared responsibility*. Community networking facilitates the linkage of stakeholders in the community, assists in problem/issue identification, allows for consensus building on appropriate community and economic development strategies, mobilizes resources for program implementation, which result in the development of effective community development strategies.

Though the establishment of both formal and informal relationships, community development professionals are able to engage a broad sector of the community in the problem-solving process. Networking in the CEDP is accomplished by a set of very specific techniques. The CEDP relies heavily on **project advisory committees** to assist in the planning, implementation, evaluation and dissemination of outreach activities. Examples include our EDA Statewide Advisory Committee, our Public Housing Advisory Committee, the Urban Core Mayors, and our Faculty Board of Advisors (see Appendices L and M for advisory committees and partners). These advisory committees, composed of individual and organizational stakeholders, assist in defining issues, examining alternative actions, mobilizing resources, guiding implementation, assessing

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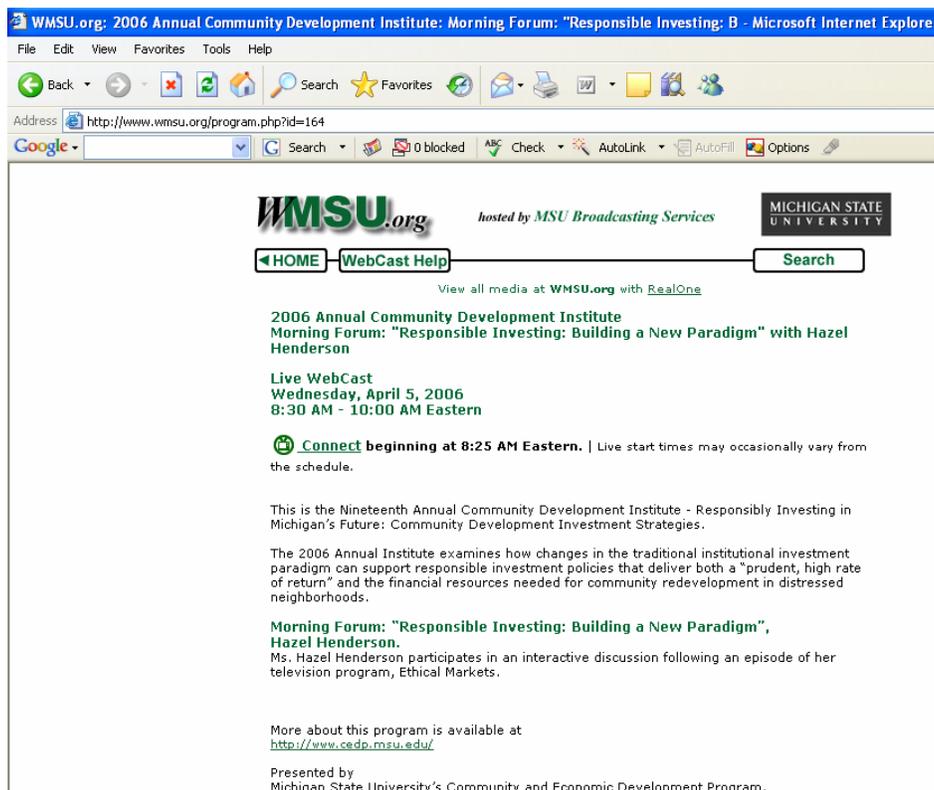
<sup>18</sup> Lader, Wendy. "The Administration's Efforts to Close the Digital Divide," MSU *Community News & Views*, Vol.12, #1, p 4, 2000.

<sup>19</sup> Wilson, Mark. "Working Wired: A Survey of How Michigan Residents Use Information Technology," MSU *Community News and Views*, Vol. 13, #1, p. 8, 2001.

impact, facilitating the exchange of information/knowledge and transferring acquired knowledge to the community.

In addition to advisory committees, networking with constituents can be facilitated through other forms of communications such as the newsletter described above, targeted informational mailings, electronic communications (where feasible and appropriate) and phone conversations. Recent technological innovations also are facilitating networking through interactive teleconferencing, internet teleconferencing (see Figure 6) and video streaming and conferencing call.

**Figure 6: Interactive WebCasting**



Networking is essential to resource mobilization in the community development process. Where there exists an explicit shared interest, organizations and individuals are more likely to apply their limited resources to collaborative initiatives. Networking assists in program design by reducing the potential of duplicating services by sharing ideas, past efforts and strategies that are currently or have historically been employed in a community. Networking facilitates the modification of specific intervention strategies by incorporating the unique contextual experiences of a community in the development of the project.

Through networking, competing or different viewpoints are articulated and the process of consensus building is enhanced thus facilitating effective action. Networking can build trust between individuals and organizations and strengthen the "sense of community". The CEDP's work in establishing and maintaining the Neighborhood Association of Michigan is one example of this impact.

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Finally, networking assists with the transference of ownership of the university/community initiatives to the community. As a result of the on-going interaction between the university and the community in the community development process citizens and their organizations are well versed on the strategies employed and are able to take self-directed actions in the future application of the project, if desired. The Asset Based Community Development Project described earlier is such a case example. In the end networking builds “social capital” and creates social cohesion, which scholars have suggested are essential to the development of healthy sustainable communities<sup>20</sup>.

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<sup>20</sup> Gold, Steve. “Social Capital and Urban Development,” *MSU Community News & Views*, Vol. 10, # 1, p. 14, 1998.

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## IV. How well do we do it and how do we know

This section summarizes the overall impact of the CEDP and of specific projects described in the preceding section of this report. The impact assessment consists mostly of summaries of existing evaluative materials (either required by external funders or conducted for routine internal program monitoring) of the projects discussed. In general, evidence is presented on the effect of the CEDP projects at several levels: 1) on individuals who participated in specific CEDP-sponsored activities, 2) on organizations that have worked cooperatively with the CEDP, and 3) within the broader communities in which these individuals and organizations conduct development initiatives. The assessment incorporates two new sources of information about CEDP outcomes and impacts: results of an online survey of CEDP stakeholders conducted in March and April 2006 (See Appendix N) and support letters contributed by key leaders, partners and other stakeholders to document outcomes of specific partnerships and activities.

Achievement in community and economic development is often difficult to assess. While measuring critical outcomes in specific project areas is important, assessing the impact on participant and partner attitudes about actions taken and future possible actions is also critical for informing outreach scholars and community and economic development professionals about what might occur in the future. The activities of training, technical assistance, information dissemination, networking, applied research, capacity building, demonstration projects and professional development are some of the most **hopeful acts** one can undertake. They are by their nature about informing individuals, organizations and key leaders about what alternative actions might produce in individual and community settings.

*The activities of the CEDP are by their nature hopeful acts designed to bring about positive current and future actions and outcomes.*

Readers are encouraged to review the appended letters from key leaders, partners and others that were also provided in support of this assessment. The time constraints of this self-study report did not permit a more thorough assessment of short and long-term impacts of the CEDP, although evaluation continues to be an ongoing effort of the CEDP.

### Overall Performance

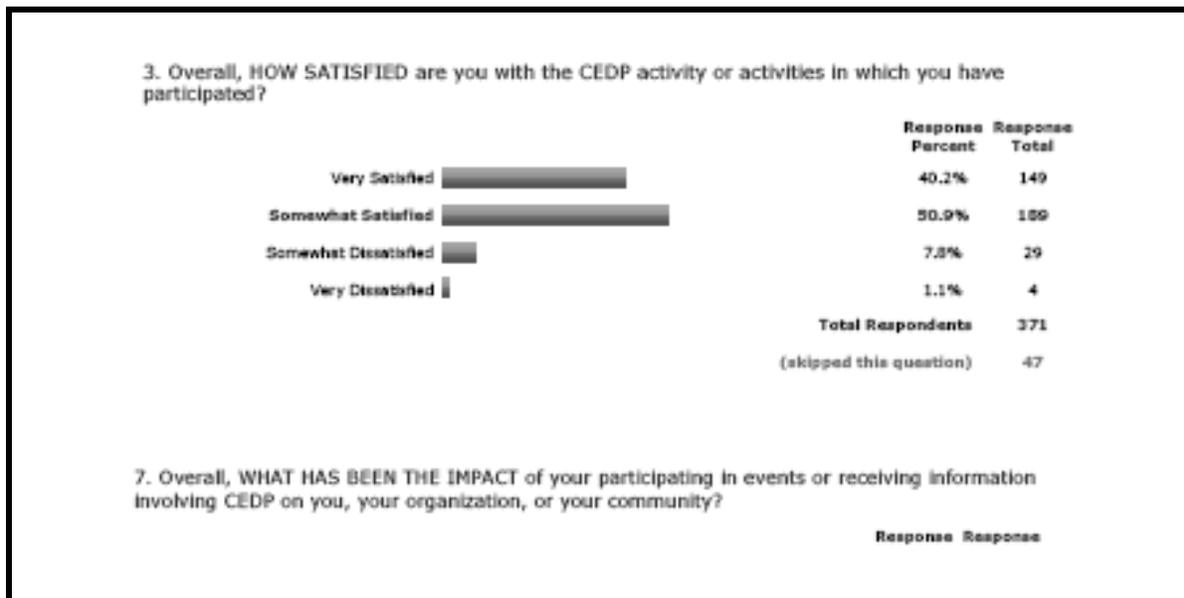
Several measures indicate that CEDP has achieved consistently positive results over decades of university community engagement. First, as indicated in Section II, **CEDP was an early national leader in university-community partnerships for community and economic development.** The CEDP approach to university engagement, refined over two decades, served as the impetus and model for the national Community Outreach Partnership Act of 1992, which was institutionalized as the U.S. Department of Housing and Urban Development, Community Outreach Partnership Center (COPC) grant program. Since 1992 the COPC program has provided millions of dollars in federal investment to more than one hundred universities across the nation to engage in university engagement in community development. Beyond the **policy formulation** stage, CEDP served as an exemplar for the **effective implementation** of the Community Outreach Partnership Act: in particular, the requirement that universities rely on advisory committees representing a range of stakeholders to guide and monitor their engagement was a direct result of CEDP involvement in the policymaking process.

In addition to bringing about community change through investing in individual leaders, CEDP has also impacted community change through direct intervention on the community infrastructure.... CEDP has been a powerful catalyst for change in communities through the people and organizations who have been partners.  
- Melissa Huber,  
Averill Neighborhood Association

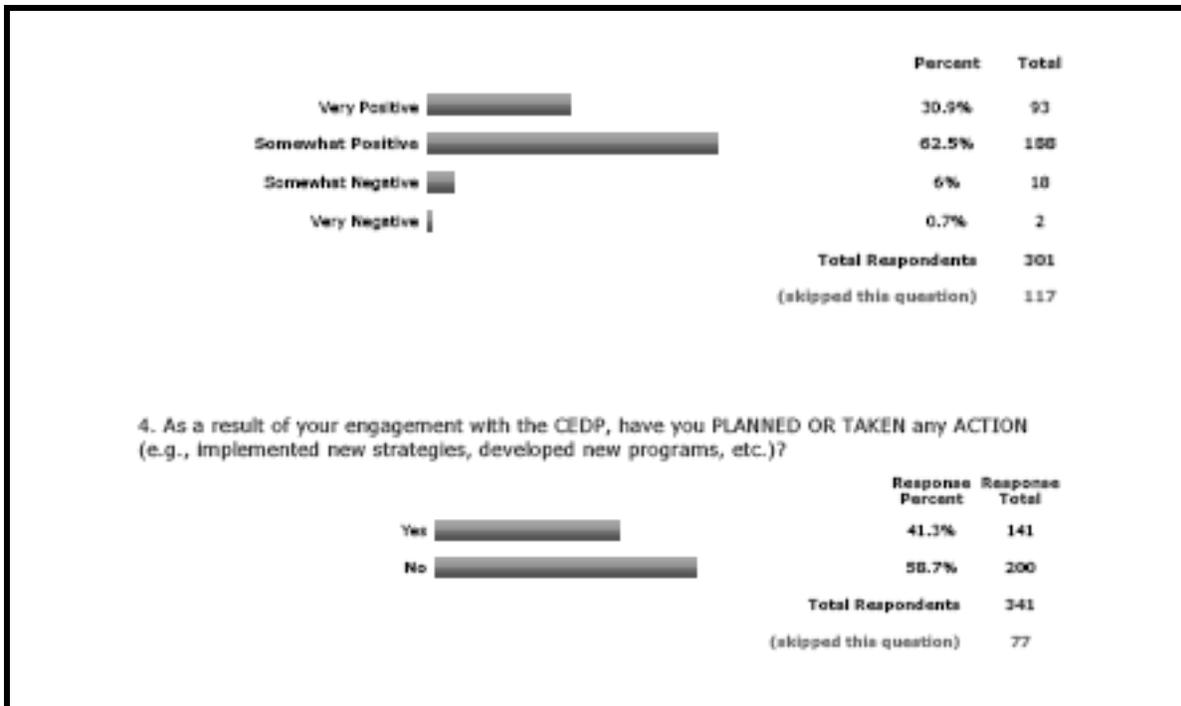
Another obvious and significant indicator of CEDP effectiveness is the number and size of **competitively awarded grants**, including **continuing awards** that are based on satisfactory performance for work spanning years or even decades. The CEDP has secured over 1.2 million dollars in such external funding in just the past seven years. This is evident in the public housing resident capacity building initiative initiated in the early 1990s with the Michigan Resident Leadership Network (MRLN) and continued as the U.S. Department of Housing and Urban Development Resident Opportunities for Self Sufficiency (HUD-ROSS) initiative between 1999-2004 and in the 18-year partnership with the U.S. Department of Commerce as an EDA University Center program. Together these two long-term relationships resulted in **more than two million dollars** of external funding for community and economic development; about half of this figure was awarded since 1999 (See Appendix O for Competitive Contracts and Grants and Appendix P for External Awards and Recognitions).

The online survey conducted for the self study during March and April 2006 included questions assessing CEDP performance in three dimensions: satisfaction, action, and impact. The results of this survey are striking: from the four hundred surveys received through April 10, 2006, more than **90% of respondents indicated satisfaction** with their experience with CEDP; more than **94% reported positive impacts** from CEDP involvement; and more than **4 in 10 indicated they had planned or taken action** based upon their experience with CEDP.<sup>1</sup> Figure 7 below provides summary findings; Appendix Q presents more complete summary of survey results. More detailed analysis of results is intended in the coming weeks (the survey remains open for additional respondents as of this writing).

**Figure 7: 2006 CEDP Program Review Survey Results**



<sup>1</sup> Further analysis of findings may increase the proportion of participants taking action, as several respondents appear to have completed the survey despite not having had any experience with CEDP.



Beyond such quantitative information, the online survey captured responses to open-ended questions about respondents' assessment of CEDP. The great majority of such responses were positive in nature; selected responses are included as boxed inserts throughout this report.

## Program Impacts

The following sections briefly summarize evidence of impacts in each of the general program areas discussed in Section III.

### *Economic Development*

A variety of sources may be summarized to assess CEDP's economic development activities. As indicated above, **competitive funding success** is a measure of the extent to which unit performance and activity are viewed as positive from relevant external agencies, and the CEDP and the U.S. Department of Commerce have enjoyed an ongoing and mutually beneficial relationship since 1987. As further evidence of the positive impacts of the partnership with the Economic Development Administration (EDA), readers are referred to the letter submitted in support of the self-study by Robert Sawyer, Chicago Regional Director for the EDA. In it, Mr. Sawyer states that the unit's ***“work to upgrade the strategic planning skills of economic development districts has supported EDA’s own endeavors to strengthen the economies of regions within the state”*** and that the CEDP staff have been ***“reliable and effective partners,”*** having ***“met or exceeded the expectations”*** of each EDA grant.”

Further evidence is provided by a 2003 performance evaluation of the MSU CEDP University Center program conducted by the Economic Development Administration. The review found that CEDP's University Center was

*instrumental in increasing the capacity of Michigan area organizations to create jobs and improve economic conditions in the communities they serve. The Center’s research has significantly enhanced understanding of trends in the Michigan economy. It is a high-performance, high-capacity university center.*  
(See Appendix R for EDA Peer Review Report).

A peer reviewer engaged in the 2003 review noted that the CEDP was “performing at a very high level,” and concluded that:

*The Community and Economic Development Program at Michigan State University represents an outstanding University Center Program and is a superb example of EDA’s innovative approach to economic development. It is an investment that provides taxpayers with an exceptionally high rate of return. (See Appendix S for Marc Levine letter)*

Training events are routinely evaluated by CEDP. As described in Section II, CEDP has hosted nineteen Annual Institutes on emerging topics in economic development. Attendance for these day-long events averages about 150 participants representing a range of roles, organizations, and communities. The Table 7 below summarizes evaluation results from participants of the past four Annual Institutes. For each Institute, virtually all respondents found the event useful and intended to use information received and share it within their own networks. About three quarters of respondents made or renewed contacts with other people relevant to their economic development work, and more than two-thirds intended to take action based on the training received.

**Table 7: Annual Institute Evaluation Results**

	2003	2004	2005	2006
Number of respondents	68	67	45	34
Overall: Very Useful	80%	66%	71%	75%
Somewhat Useful	20	34	29	25
Not Useful	0	0	0	0
Plan to use info?	94	93	100	97
Intend to share info?	95	94	96	97
Made/renewed contact?	72	81	88	76
Plan to take action?	66	73	79	77

The CEDP’s research into local economic dynamics has resulted in several outcomes. Years of research and community engagement generated **specific data on the local economies of three Michigan communities** – Northwest Lansing, Southeast Detroit, and Hillman – and the development and distribution of the **Community Income and Expenditures Model handbook to assist local communities** wanting to conduct similar surveys in the future.<sup>2</sup> The Income and Expenditures Model continues to generate interest in local communities: CEDP was recently asked to provide information and assistance to the South Lansing Community Development Association in order to determine if South Lansing and CEDP will conduct an income and expenditures analysis.

*Knowledge Economy Research Team members Ken Corey and Mark Wilson recently authored a book, **Urban and Regional Technology Planning: Planning Practice in the Global Knowledge Economy (2006, Routledge)**, which highlights a number of the lessons learned from their research related to this initiative.*

The Knowledge Economy Research Team has enjoyed a series of recent successes on both sides of the academic and community boundary. In addition to publication of the two **research reports** and a series of **presentations at academic conferences** including the Community

<sup>2</sup> Huber, M., LaMore, R., Akers, T., Carter, F. S., Lerner, S., Lichty, J., Lidke, C., Melcher, J., and Rosenbaum, R. P. (1999). *Community Income and Expenditure Model Implementation Manual: How to get the information you need to create and maintain local community wealth.* MSU Center for Urban Affairs.

Development Society, Urban Affairs Association, and Association of Collegiate Schools of Planning, the team has conducted invited **training events** in four geographic regions of Michigan – Saginaw, the Eastern Upper Peninsula, Port Huron/St. Clair County, and Lansing – which collectively have involved **more than two hundred participants** (see Appendix I and Appendix J for publications and presentations). It is anticipated that an ongoing partnership with public planners and private developers in Port Huron will result in **continued development of the knowledge economy research agenda**. Likewise, a funded project for CEDP to work with the Economic Development Administration, the Michigan Economic Developers Association, and the Michigan Economic Development Corporation will further extend the scholarly inquiry of economic development planning and practice in the context of a knowledge economy by involving greater attention to the **private sector business community**. As further evidence of the scholarly basis of this work, **Knowledge Economy Research Team members Ken Corey and Mark Wilson recently authored a book, *Urban and Regional Technology Planning: Planning Practice in the Global Knowledge Economy* (2006, Routledge)**, which highlights a number of the lessons learned from their research related to this initiative (see Appendix T for the title page and acknowledgements).

CEDP's applied research and training in **cultural economic development** has resulted in outcomes that include a research report, training events, and ongoing relationships with cultural economic development leaders among the business, nonprofit institution, and state and local government communities.

### **Urban Policy**

Evidence of the impact of CEDP's involvement in urban policy may be seen in its longstanding partnership with the Urban Core Mayors, which has continued at the mayors' request since the group's inception. One result of this partnership has been the emergence of **new relationships** between the Urban Core Mayors



and groups with similar interests, especially the Bipartisan Urban Caucus of the Michigan legislature. Another has been training events for the mayors as a group and for **more than five hundred participants in the 1998 and 2000 Urban Summits**. The Summits resulted in a set of **specific urban policy recommendations** that

continue to inform public policy debate in state and local government today. As described in an attached letter of support from the Urban Core Mayors founding co-chair former Grand

Rapids Mayor John Logie, CEDP's close working relationship with the Urban Core Mayors provided specific **assistance in the formulation of state policies** on the Part 201 funding legislation for environmental cleanup, Michigan's Renaissance Zone legislation, and the Brownfield Redevelopment Authority legislation; according to Mayor Logie the Brownfield legislation has resulted in 4500 new jobs in Grand Rapids since its passage (see support letter).

Since being elected Mayor in 2003, I have benefited by networking with other mayors and information provided by CEDP. This resource has improved the governance of our community and my own capacity as an elected official.

**- Battle Creek Mayor John K. Godfrey III**

With support from the CEDP in 1998 and 2000 the Urban Core Mayors and the state legislature's Bipartisan Urban Caucus co-hosted the first ever state-wide summits on urban policy in Michigan.

The collaborative relationships established through these summits continue today and strengthen our capacity to develop effective public policy for our communities.

**- Mayor Hannah J. McKinney, City of Kalamazoo**

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## ***Public Housing and Affordable Housing***

Since 1999 the CEDP public housing team has trained **300 public housing resident leaders in 13 communities. Forty-three residents went on to become Public Housing Fellows** and provide local community development leadership. Feedback across all of the training sessions indicated that the overwhelming majority of residents felt that the sessions contributed very much to their **learning in five key areas:**

- enhanced knowledge,
- increased awareness of resources,
- self-confidence,
- skill-development, and
- motivation to take action.

The Lansing Housing Commission has partnered with the MSU Community and Economic Development Program (CEDP) for close to 20 years. The programs and assistance that CEDP has provided to our Public Housing residents have made substantial impacts on the quality of life within our program.  
**- Chris Stuchell, Lansing Housing Commission**

The CEDP public housing partnership resulted in change in state policy (PA 338 of 1996) requiring residents to be appointed to boards of public housing commissions with more than 250 residents. This Act affected 26 Michigan communities.

Resident voices have been a significant component of the Public Housing Residents Training program from the very beginning—from identifying the need for the training to developing the topics and implementing the actual program. So, it is no surprise that **resident voices remain important in assessing the success of the training program.**

During our participation in the Resident Leader Training, over twenty-five Bay City Housing Commission residents participated in the training with approximately eight residents going on to earn “fellow” status as graduates of the program.

Each of them used their training to become strong and effective leaders in their respective housing developments, as well as in interactions with the staff and Board of the Housing Commission. The MSU CEDP staff did an exceptional job in establishing and delivering this training program.

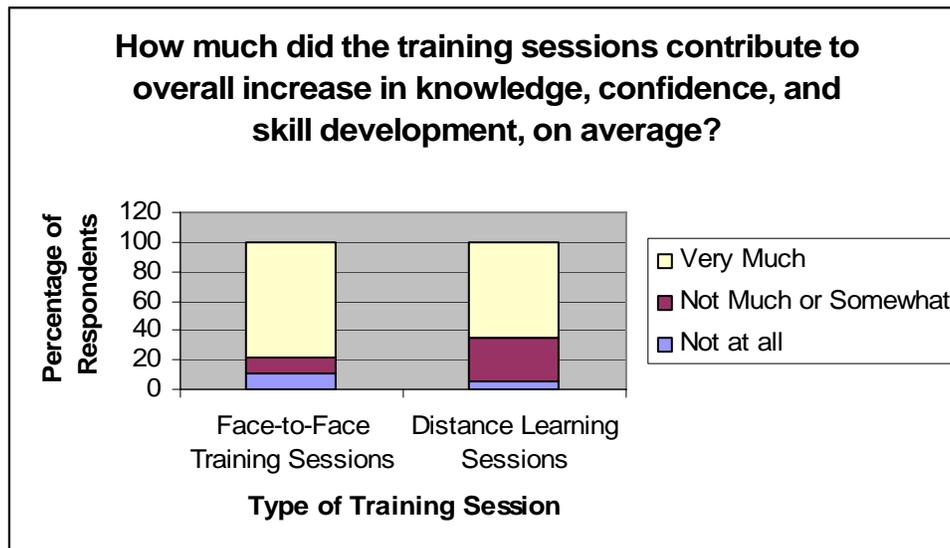
**- Douglas A. Rise, Bay City Housing Commission**

Residents and other members of the Advisory Committee established goals and objectives for the training sessions. From the reports of residents, the training sessions were very successful in meeting a variety of goals. Residents reported that both the face-to-face sessions and the distance learning sessions were useful to them. Evaluation data from a 2002 survey (see Figure 8) demonstrate the impact and value of the public housing program on participants.

Other specific impacts of the partnership have included:

- a. Public Housing Fellow elected to city council River Rouge Michigan
- b. Public Housing Fellow ran for Mayor of City of Benton Harbor, Michigan
- c. MSU/Construction Management Partnership with Detroit Public Housing (Andrew W. Seidel & Dr. Matt Syal) awarded \$54,085 contract.
- d. Ann Arbor Public Housing Resident received 2005 CEDP Summer Institute Best Practice Award
- e. Inkster Public Housing Fellow established Partnerships' to form Inkster Up with SEMCA, Inkster Public School District, Wayne Community College, Inkster Public Housing Commission
- f. Lansing Public Housing Fellow wrote and received Grant from City of Lansing to fund a summer reading program in her local development 2002
- g. Establishment of statewide public housing fellows nonprofit organization.

**Figure: 8 Impact of Public Housing Training Sessions**



As part of this self-study program review process, several former MSU Public Housing Team members have shared their stories in about the impact of working at CEDP on their personal and professional development. Letters of support from Ola Williams and Alisha Earle are included in the appendices. In addition, Catherine Kuhn illustrates the impact of engaged student learning experiences with public housing residents and CEDP in the following vignette:

**Summary of My Experience with CEDP  
By Catherine Kuhn, Doctoral Candidate (Sociology)**

*After returning from a two-year stint in Panama with the Peace Corps, I decided that the best way to pursue my desire to continue working on community development activities in the United States was to go back to graduate school. I did some research on graduate programs and discovered that MSU's Community and Economic Development Program had a Peace Corps Fellows Program, which offers support to returning Peace Corps Volunteers to go back to school. I entered the program in the Fall of 1999 and was immediately assigned to the Public Housing Team. At this time, I did not realize that being assigned to this project marked the start of passion for low income housing issues that would last for many years.*

*My first assignment was to look for funding opportunities to initiate a leadership training program for public housing residents. The first semester that I was in the program, I had the opportunity to work on a large grant proposal that was submitted to the Department of Housing and Urban Development. A few months later we found out that the proposal was funded and that we were going to be able to begin a much needed Leadership Training Program for public housing residents. I spent the next four years working on the design and implementation of this program. I can honestly say that I learned more about housing and community development from this experience than from any other experience in my life.*

*Before entering the CEDP, I was not necessarily interested in issues of housing for low income families. However, my experience there piqued my interest so much that it has since driven both my Master's Thesis research and my Doctoral Dissertation research. The faculty and staff of the program were incredibly supportive to me, even when I moved on to another Graduate Assistant position in another department. Most recently, I submitted a grant for funding to conduct my doctoral research. Dr. LaMore and others at CEDP were an incredible resource throughout the submission process. In addition, when we discovered that the grant was funded, CEDP invited me back to conduct the research, thus providing me with access to continual feedback and support from the faculty and staff. My time at CEDP has taught me so much not only about the trials and tribulations of community development work, but also about the importance of conducting sound and relevant research. The passion for issues associated with affordable housing that was sparked upon entering the program will continue long into my professional life.*

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Other impacts are seen in the linkages, both internal to MSU and between MSU and community stakeholders, which are engendered by CEDP project activities. Within the university, the affordable housing research team was recognized for **Outstanding Interdisciplinary Scholarship** by Phi Kappa Phi in April 2002. As with most CEDP projects, the housing research and capacity building activities also cultivated and strengthened partnerships with community organizations across the state, including public housing residents and administrators, community development corporations and Habitat affiliates, and state and local public officials. The case of Edgewood Village provides an example of the duration and impact of CEDP involvement in community initiatives, in which the role of CEDP changes over time.

### **Asset Based Community Development**

The asset development project activities described in Section III resulted in direct benefits for the participating Individual Development Account (IDA) depositors, credit unions, and local communities, and also led to specific state policy and programmatic developments which have impacts that are continuing to grow through the Michigan IDA Partnership (MIDAP). Highlights of the impacts include the following:

- Each of the eight credit unions had opened IDA accounts, with a total of 82 open accounts.
- Total accumulated savings was \$21,786.
- The number of months IDA holders saved ranged from 1-12 months; the average number of months saved was 5 months with a monthly savings range from \$25-55.
- Seven credit unions were awarded a sum of \$312,000 in match funds from the Michigan IDA Partnership (MIDAP).
- Two credit unions had started youth accounts through local public schools; five of the credit unions offered first time home ownership IDAs and small business development IDAs as permissible uses.
- All of the participating credit unions are located in or have branches in communities whose poverty level average is 14%; Michigan's statewide poverty level average is 11%.

In 2005, the state-wide Michigan IDA Partnership Advisory Committee (which the CEDP is a member) wanted to broaden the policy discussion in Michigan beyond IDA's and was instrumental in developing the Asset Building Coalition (ABC) for Michigan. The CEDP is one of 45 offices and organizations that make up the ABC including bi-partisan legislators, state agencies, for-profit and non-profit organization. The purpose of the ABC has been to create a report that outlines new and existing **state policy options** with the greatest potential to help working poor households build assets toward becoming more financially secure. The report of the Coalition was released in January 2006 entitled Helping Working Families Achieve Financial Security and contains an outline of **policy** initiatives to be considered by the state legislature.

CEDP was a founding member of the Michigan IDA Partnership in 2000 [and] helped create the Asset Building Policy Project at the Community and Economic Development Association of Michigan (CEDAM). Both of these efforts have raised the critical need to address poverty through more than income support policy, but also through asset development policy.

CEDP has been a visionary leader in moving these efforts forward.

CEDP was particularly helpful in guiding the evaluation and research components of these efforts to be academically rigorous and useful in making ties to asset development policy.

- Eric Muschler,  
CEDAM

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### **Neighborhood community development**

The CEDP has had numerous successes, both small and large, in working directly with local citizens through neighborhood associations and similar grassroots groups.

When CEDP produced its first neighborhood association directory for Lansing in 1983, there were 11 such associations active in the city. According to the Lansing Neighborhood Council there are now 54 associations, or almost a **500% increase** over the past twenty-odd years. Clearly the work of Neighborhood Associations of Michigan and the Lansing Neighborhood Council, both of which the CEDP was instrumental in founding, played significant roles in this increase.

Since 2001 the CEDP has conducted the Neighborhood Resource Coordinators course described in Section III five times (ten semesters) and provided instruction and **professional development** to 37 students (NRCs). Although these students graduate from varied and diverse majors at the university several have gone on to engage in community development work after graduation.

The social capital research conducted by CEDP faculty has also helped Lansing neighborhoods better know themselves. In recent years Dr. John Schweitzer has surveyed hundreds of Lansing residents on nearly a hundred "face blocks" in neighborhoods throughout Lansing and in other Michigan cities.

Based upon the CEDP applied research in preparation for the 2000 Northwest Lansing Neighborhood Summit, priority action steps were identified which have since led to **formation of a new and vibrant neighborhood revitalization organization** in the city, Northwest Lansing Healthy Community Initiative (recently renamed Northwest Lansing). Over 6000 copies of the Neighboring handbook produced after the Northwest Lansing Neighborhood Summit have been distributed.

### **Dissemination and Networking**

The CEDP in disseminating knowledge to improve the quality of life in distressed communities uses a variety of formal, informal, printed, and electronic means of information dissemination. Two specific evaluations have been conducted within the past 5 years to assess the quality and effect of the *Community News & Views* (See Appendix U for the Results of Community News and Views Reader Survey, January 2001) and the effect of CEDP activities on facilitating networking in and amongst community leaders.

Since 1988 the CEDP has compiled, authored, and published a printed newsletter entitled the "*Community News and Views*". The purpose of the newsletter is to 1) facilitate awareness of issues, education and cutting edge research focused on distressed communities primarily in Michigan, 2) facilitate opportunities for students, community leaders, and other professionals to share ideas and information in feature articles, and 3) promote and recognize the work of community and economic development practitioners.

The *Community News and Views* provides MSU faculty, students, national leaders, scholars, community leaders, and practitioners with an opportunity to disseminate their research, ideas and

MSU Community and Economic Development Program is a very active "community partner" member of the Power of We Consortium, the community collaborative body for Ingham County.

As a community partner, CEDP personnel provide leadership to the Power of We Consortium and several of its committees.

- Ronald Uken, Power of We Consortium

The ability to stimulate on-going commitment in a long-term project such as [The Power of We] is certainly due to a large extent to the support of CEDP.

- Michael K. Brown, Capital Area United Way

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innovative practices to a broad audience concerned with the revitalization of distressed communities. Current circulation is over 12,000, with an overwhelming percentage coming from Michigan (circ. approximately 10,500). Of the CEDP activities assessed in the 2006 internet survey conducted by the CEDP specifically for this Self-study report, the Community News and View Newsletter was cited as the most frequent activity in which respondents participated 65.5%. In assessing their satisfaction with those activities in which they participated, 90.6% were somewhat to very satisfied with the activity or activities in which they participated. Respondents indicated that 26.% had accessed online resources from the CEDP website. Overall readers expressed satisfaction with the current *Community News & Views Newsletter*. Half of the readers surveyed read at least half of the articles. A majority of readers use the newsletter to learn and share information (See Appendix U for survey). The current topics and format of the newsletter provides reader satisfaction. One area of desired expansion is in having more web resources listed in the newsletter which the CEDP has implemented since this survey. Readers want the newsletter continue provide practical applications to their work and want it to include more applied research and program descriptions. Readers suggest that future topics include case studies and best practices to showcase the successful and not-so-successful programs that relate to our cities in Michigan.

Facilitating networking is a valued and inherent outcome of the participatory methods employed by the CEDP in developing community and economic development programs. Project specific evaluations routinely identify the opportunity to meet others concerned with the issues as an important benefit to project participants. In the 2006 internet survey about half of the respondents indicated they had “shared information received from CEDP involvement with others in my network” while 36% had “engaged new partners in community and economic development”.

When asked about outcomes and impacts they had observed in their communities as a result of CEDP activities 43% of the respondents had improved cooperation among organizations active in community problem solving, 27% had experienced improved involvement from MSU students in community and economic development, and 31% reported the implementation of more effective University/Community partnerships.

These program assessment tools consistently indicate that participants in CEDP activities and recipients of the CEDP *Community News & Views* value the networking and information that is available to them through the variety of formal, informal, printed, and electronic means of information dissemination provided by the CEDP.

In a random survey of *Community News and Views* recipients conducted in October 2000 overall readers expressed satisfaction with the current *Community News & Views* Newsletter. Half of the readers who responded to the survey read at least half of the articles. A majority of readers use the newsletter to learn and share information, although few readers take action based on the information. The current topics and format of the newsletter provides reader satisfaction. One area of desired expansion is in having more web resources listed in the newsletter. Readers wanted the newsletter continue provide practical applications to their work and want it to include more applied research and program descriptions. Readers suggested that future topics include case studies and best practices to showcase the successful and not-so-successful programs that relate to our cities in Michigan.

Training events such as the Annual Institutes also provide important networking opportunities for participants. As noted above, more than three-quarters of participants in the past three Annual Institutes used the events to renew or make new contacts with like-minded community development practitioners.

In March of 2005, the MSU Urban and Regional Planning Program was evaluated by the Planning professions accrediting body. As a part of the Urban and Regional Planning Program the CEDP participated in that review. The summarizing their report the planning accrediting site

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team made the following observation<sup>3</sup>:

The Urban and Regional Planning program offers an **integrated approach to scholarship, outreach and teaching**. Faculty derive their research from and apply their scholarship to urban and regional issues faced by contemporary communities. Programs like Urban Collaborators, Urban Planning Partnerships, and Community and Economic Development illustrate these achievements. Faculty/community networks identify planning issues that lend themselves to course assignments, practicum projects and MURP papers. Students work with communities under faculty supervision to analyze and make recommendations about these issues. In turn, students, faculty and community members learn about effective professional practice. The results are reflected in future projects, professional reports, refereed journal articles and books.

The CEDP through the effective integration of theory and practice provides a demonstrated positive effect on individuals, organizations and communities while simultaneously preparing students to confront the challenges of community and economic development in their disciplines. This is in keeping with the expressed mission of a land-grant institution.

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<sup>3</sup> MSU Urban and Regional Planning Program "PAB Site Visit Final Report" June 29, 2005 p. 12.



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## V. What Audiences/Stakeholders Do We Serve

The mission of the CEDP is to “advance MSU’s land-grant mission by creating, disseminating and applying knowledge to improve the quality of life in distressed communities”. This mission and the principles of community development call upon the CEDP to engage those who live in distressed communities (beneficiaries) and those institutions, organizations and funders (contributors) who work on behalf of those who live in distressed areas. While the CEDP focuses on the challenges confronting distressed communities we recognize that residents of these distressed communities often are members of Michigan’s minority populations. The CEDP seeks to overcome the racial inequality that confronts many poor people in our state by engaging these underrepresented populations fully in the planning and development of CEDP activities.

Recent upturns in the national economy have not yet affected Michigan, where traditional manufacturing industries do not employ as many workers as they did a generation ago. Michigan’s economy is clearly an economy that has not yet transitioned from traditional manufacturing base to a more diverse, broad-based 21<sup>st</sup> century economy.

The most valuable professional aspect of the time I spent at CEDP was the opportunity to work with practitioners, in diverse Michigan communities, on real world issues.... The real world examples of initiatives on which I worked at CEDP were illuminating in a way that coursework could never be, and I think form a critical element of the educational experience of any person seeking to be involved in community development work, whether in an urban environment or elsewhere.

- Gabe Labovitz, former student

As a boundary spanning unit of an engaged university, the MSU CEDP works closely with a wide variety of individual, organizational and institutional stakeholders to support positive change. To involve your audiences and stakeholders in the development and implementation of projects is a basic element of good planning and community development. This is particularly critical for effective work in distressed areas where university engagement is often very rare. Throughout this report are numerous references to partnerships and collaborations with critical audiences and stakeholders. This section is a summary of these key partners.

Among our principal community partners are:

- **Local governments**
- **State governments**
- **Low income and/or minority communities**
- **Economically distressed communities**
- **Community and faith-based non-profit organizations**
- **Professional planning and economic development associations**
- **Industry associations**
- **Sustainable business networks**
- **Regional planning organizations**
- **Neighborhood Organizations**
- **Community Based Development Organizations**
- **Human Service Agencies**
- **Minority Business Development Organizations**
- **Community Foundations**

Key CEDP stakeholders are indicated in Figure 9 (see next page).

**Figure 9: CEDP Stakeholders**

- Local governments**
- State governments**
- Low income and/or minority communities**
- Economically distressed communities**
- Community and faith-based non-profit organizations**
- Professional planning and economic development associations**
- Industry associations**
- Sustainable business networks**
- Regional planning organizations**
- Neighborhood Organizations**
- Community Based Development Organizations**
- Human Service Agencies**
- Minority Business Development Organizations**
- Community Foundations**

A primary audience of the MSU CEDP is the citizens and organizations from Michigan's distressed communities. Resident leaders in public housing and neighborhood leaders from Michigan's communities are examples of key audiences that have assisted the CEDP in the development and implementation of several community development projects.

Key organizational partners include federal agencies like the U.S. Department of Commerce, Economic Development Administration and the U.S. Department of Housing and Urban Development who have contributed over 2 million dollars in support of the CEDP's outreach. In Michigan the CEDP has worked with several agencies of the state government including the Michigan Department of Labor and Economic Growth, Michigan Economic Development Corporation, Michigan State Housing Development Authority, Michigan Department of History, Arts and Libraries and the Michigan Family Independence Agency.

The CEDP has worked with a variety of local government departments including public housing commissions from throughout the state, local economic development agencies (municipal and county), regional economic development commissions, the Mayors' Offices of Michigan's Urban Core Mayors, Planning and Neighborhood Development in Lansing, and the Ingham County Health Department.

The CEDP has also worked with many community based organizations, trade associations and human service agencies in its community and economic development projects. Recent stakeholders have involved the Community Economic Development Association of Michigan, the Michigan Economic Developers Association, the Michigan Habitat for Humanity, Michigan Interfaith Trust Fund and many, many more. As an example of this broad base of stakeholders the co-sponsoring organizations for the April 2006 Annual Institute of the CEDP included; the Adrian Dominican Sisters, Adrian Michigan, the Calvert Foundation, Central

***It is the principal element of good planning and community development to involve your audiences and stakeholders in the development and implementation of projects. This is particularly critical for effective work in distressed areas where university engagement is often very rare.***

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Michigan Sustainable Business Forum, Domini Social Investment Corporation, F. B. Heron Foundation, Jessie Smith Noyes Foundation, Nathan Cummings Foundation, Southeast Michigan Sustainable Business Forum, Sustainable Endowments Institute, Oakland Community College, West Michigan Sustainable Business Forum, Williams College Social Choice Fund in Massachusetts and TIAA-CREF. This is just a sampling of organization stakeholders that collaborate with the CEDP in developing and implementing innovative community and economic development initiatives.

The CEDP also involves MSU stakeholders in its activities. MSU faculty and students from a variety of departments are active in CEDP projects and partnerships. Members of the 2005-2006 CEDP Faculty Board of Advisors includes faculty from Political Science, Social Work, CARRS, Geography, Writing Rhetoric and Culture, University Outreach, and Building Construction Management. The Michigan State University Extension Service and Michigan Agricultural Experiment Station have been both collaborating and contributing partners to the CEDP in a number of projects. Recent financial support has also been provided by the MSU Office of Outreach and Engagement, Office of Campus Sustainability, MSU Environmental Science and Policy Program, Office of the Provost, V.P. for Research and Graduate Studies, and the Colleges of Social Science and Agriculture and Natural Resources. The CEDP also partners with the MSU Office of Student Affairs in support of the MSU Neighborhood Resource Coordinators who work in E. Lansing with the Community Relations Coalition.

The CEDP values the contributions of MSU students who contribute significantly to the development and implementation of CEDP projects. Some students volunteer, others receive some form of financial support and others participate as a part of engaged learning experiences like independent studies and student research projects. Student stakeholders represent an important supporting asset both to the CEDP and its partners. In 2005-2006 students active with the CEDP came from a number of disciplines including; Urban Planning, Social Work, Interior Design, Building Construction Management, Sociology, James Madison, and MSU's McNair SROP program for undergraduate minority student research.



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## VI. How We Engage Stakeholders to Determine Needs & Priorities

The challenges confronting distressed communities in Michigan and the United States are complex and multifaceted. Communities large and small have been significantly affected by a variety of social, environmental, and economic forces. The list of contemporary community and economic development challenges include; a continuing decline in manufacturing employment, inner city abandonment, urban sprawl, poverty, crime, inadequate housing, poor infrastructure, poor educational opportunities, public fiscal insolvency, substance abuse, loss of civility and sense of community and a myriad of other ills. The popular author and philosopher Kurt Vonnegut, in his book *Timequake*, suggests that “community is the highest abstraction about which we have some understanding.” The strategic targeting of the CEDP’s limited resources to appropriate needs is critical to the success of the unit.

The development and implementation of relevant community development programs are products of design, not luck. The processes employed by the CEDP in identifying community and economic development needs and prioritizing the specific issues to be addressed are guided by the Principles of Community Development and reflect a scholarship of engagement with stakeholders. Post modern planning theories such as Communicative Theory and Feedback Theory articulate the critical nature of civic engagement in community and economic development practice

<sup>24</sup>. Throughout the processes described below an ongoing dialogue with community stakeholders and key campus partners is underway. In order to develop and sponsor effective and strategic activities, marshal limited financial and human resources and maximize the visibility and impact of unit activities, a number of specific factors are considered. These factors assist in facilitating the aggressive pursuit of innovative opportunities while simultaneously providing a reasonable basis for “passing” on other legitimate concerns.

### Identifying Needs

Issues to be addressed are identified in number of ways. The first and foremost principle in this process is the question, ***is this a community identified need?*** Community and economic development is a community driven agenda. The articulation of issues by the community either through formal needs assessments or informal methods such as key leader opinions is a critical element in the implementation of the community development process. This application of this *first principle* facilitates community engagement throughout the implementation of the rational planning model. There is an adage amongst community scholars that goes something like this “there is no such thing as apathy just community developers working on the wrong issues”. In the identification of issues and needs, the community’s guidance is essential.

Another source of issue identification for the CEDP is the ***priorities of potential funders***. Often funding (public, private and non-profit) sources will set out priorities that support innovative community and economic development opportunities. The university also gives high priority to projects that secure external support thus maximizing the efficient use of MSU resources and elevating the institution’s prestige. In cases where a funder may identify a priority, the CEDP will apply the first principle and engage likely stakeholders to determine if this an opportunity that responds to a community concern. If the answer is yes, or maybe, then the process continues. If the answer is no, the CEDP will likely pass on that opportunity.

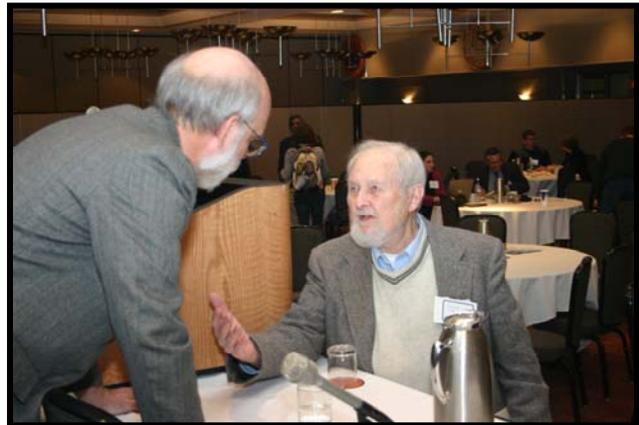
The third source of issue identification for the CEDP is ***faculty identified areas of interest***. Often faculty will identify emerging issues of concern that may present opportunities for a community. Scholars engaged in cutting edge knowledge generation often precede broader community awareness. Such faculty identified issues offer a unique value added for communities

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<sup>24</sup> Brooks, Michael P. AICP, *Planning Theory for Practitioners*, American Planning Association Press, Chicago. Ill. 2002, pp.161-176.

to partner with a research institution like MSU. Faculty identified issues are given further consideration where a potential funding source may exist or where, as a result of its long-standing relationships, the CEDP can identify potentially interested stakeholders who are willing to participate in a pilot study that promises to lead to a useful and needed outcome. An example of this is the Knowledge Economy Research described in Section III. This particular initiative secured seed money from an external funder and had the involvement of an advisory group to offer support and guidance in the early stages of scholarship.

The final method of issue identification employed by the CEDP is the **development and implementation of formal needs assessments** by the CEDP in a specific area of community concern or a targeted geographic area. In these cases, generally as a result of external funding or in preparation for a specific funding opportunity the CEDP will conduct formal needs assessments. Examples of this include a survey of training needs for public housing leaders and preliminary needs assessments of Michigan's Urban Core Mayors to identify potential policy areas for research or technical assistance needs to be included in a grant application.



**Figure 10: Stakeholders/Audiences Communicate Needs to CEDP**



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## Prioritizing Needs

The process of prioritizing needs is a reflection of the source of the needs identified (above) and an internal unit discussion that seeks to manage the unit in the most efficient and effective manner. The credibility of the CEDP and the university are in part contingent on our ability to deliver timely and quality responses to identified concerns. Sustained participation by the community, investment by external funders and effective problem solving only occur in an environment where people and organizations have a level of trust and confidence in the likelihood of success. No one wants to waste time or participate in something that is likely to fail! This is particularly true in university/community partnerships that confront complex and persistent issues. A clear communication of capacities and limits is necessary for an effective community and economic development initiative.

In prioritizing identified needs the CEDP first determines if the opportunity is **consistent with the CEDP's mission and guiding principles**. Community identified needs that are outside the scope of the units mission or are in conflict with the principles of community development may be referred to others who can offer assistance.

Another consideration in prioritizing needs is the potential **impact a particular activity may have on communities and advancing scholarship**. Strategic activities that promise broader impacts are given priority over projects that have a limited impact in their scope. Activities that promise to yield cutting edge scholarship in critical areas that may have previously been overlooked are also given priority.

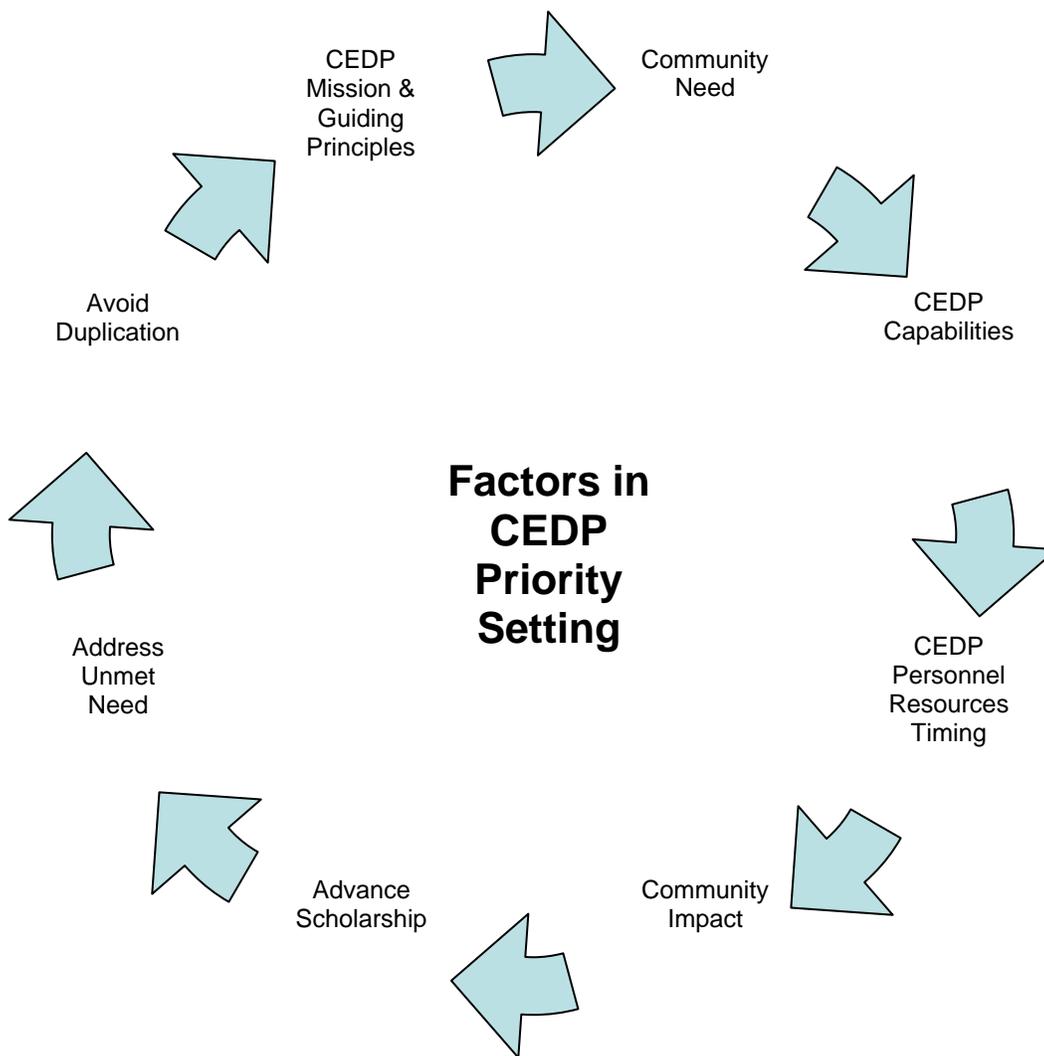
In prioritizing needs a critical consideration is the **unit's capacities** are also considered. Issue of **personnel, resources and timing** are considered. The CEDP is a flexible but very small unit at MSU. Overextending key personnel at critical times can result in poor performance and program failure, jeopardizing not only current activities but future opportunities as well.

A final criteria applied in prioritizing needs is an assessment to determine if there are **others already doing something similar, or is this an unmet need**. By involving stakeholders early in a process the activities of organizations and agencies are identified and potential duplication is minimized and collaboration is maximized.

Distressed communities face many significant challenges. Some administrators, scholars and practitioners are so overwhelmed by the sheer size and complexity of the challenges that these communities face that they feel a great sense of hopelessness or pessimism for any action. Still others are concerned about the diversion of limited resources to what they see as "hopeless cases" which will not lead to the scale of change that may necessary. The MSU CEDP has successfully developed a modest yet effect model for assisting communities in identifying critical needs and implementing successful strategies to address these needs. The MSU CEDP provides a tried and tested innovative intervention model in communities that does not overextend the resources of the university in difficult times, provides a visible commitment to these communities in need, engages students and scholars in a meaningful way in critical community issues and generates external financial support for university/community partnerships.

***The MSU CEDP provides a tried and tested innovative intervention model in communities that does not overextend the resources of the university in difficult times, provides a visible commitment to these communities in need, engages students and scholars in a meaningful way in critical community issues and generates external financial support for university-community partnerships.***

**Figure 11: CEDP Priority Setting**



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## VII. Should We Be Doing Something Different?

### Community and Disciplinary Trends

The success of Michigan's economic recovery will be closely related to the health and vitality of its communities. Michigan is a highly urbanized state, with three quarters of its residents living in urban areas. In recent decades, the central cities of Michigan have suffered population loss, disinvestment, and concentrated poverty. As a result, cities have experienced reductions in their employment and tax base, deteriorating infrastructure, and other economic disparities. Difficult budget times for the state government have resulted in reduced allocations for cities through state revenue sharing, fire protection grants, and other state support. These conditions present significant challenges for city governments and elected leaders.

Rural areas are at risk as well. As people leave what they believe to be unlivable cities or in search of employment in suburban areas, the phenomenon of urban sprawl consumes more and more of Michigan's landscape. Many prime agricultural lands have already been lost, with many more acres at risk of being urbanized. Wetlands and forest also feel the pressure of human encroachment as people seek healthy livable environments in which to live, work and play. Unless and until we make our built communities livable and sustainable, there will continue to be pressure on rural areas to make room for more people to live.

Community economic development work is evolving into a paradigm of "Sustainable Community Development." While recent decades have seen the planning profession greatly enhance our understanding of the role of social capital, mainly through more thoughtful inclusionary processes in fashioning community development, the emphasis has still been weighted heavily toward only the economic dimension of community. As Berke suggests, the 21<sup>st</sup> century's defining question for planners is "How can the quality of human life be improved in local communities in the context of global environmental, social, and economic systems"

<sup>25</sup> (p. 22). The key new ingredients that we need to add therefore are the consideration of environmental and global connections. "Communities that achieve and retain improvements in quality of life must not diminish the quality of life of other communities, now and in the future (p. 32)."

Humankind throughout recorded history has depended on a community for survival. As social beings we organize ourselves and rely on cooperative relationships to meet our diverse needs. Gwendolyn Hallsmith in "*The Key to Sustainable Cities; Meeting Human Needs, Transforming Community Systems*"<sup>26</sup> notes in her work that:

- Over time we have created community systems to meet our needs as human beings. Our cumulative needs are drivers of the unsustainable activities that are moving us at an

... there were two goals that emerged from the Ingham process that I believe provide some direction for future program collaboration with CEDP at the local level. These are: facilitate the development of knowledge and skills necessary for residents, especially decision maker, to make responsible land use decisions that create a sustainable environment for work, living and recreation; and provide opportunities and resources to communities and facilitate the development of knowledge and skills to promote business investment that will expand and diversify the local economy.

- Randy A. Bell,  
Ingham County MSU  
Extension

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<sup>25</sup> "Does Sustainable Development Offer a New Direction for Planning? Challenges for the 21st century" Philip R. Berke *Journal of Planning Literature* V. 17 n. 1 August 2002 pp.21-36.

<sup>26</sup> Hallsmith, Gwendolyn. *The Key to Sustainable Cities; Meeting Human Needs, Transforming Community Systems*, New Society Publishers, Gabriola Island, B.C. Canada, 2003 p. 7.

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- accelerating rate toward global destruction. We depend on communities to meet our needs—our community systems satisfy needs that we can't meet as individuals.
- Community systems exist for all our needs, not just for materials and economic needs. Our needs for care, spirituality, power, education, and other social development are filled or unfulfilled within community systems.
  - By looking at the community as a whole, we can see how the different systems interact with one another to erode or to enhance the community's capacity to meet its future needs. **This is the core issue for sustainable development.**

The challenges confronting distressed communities in urban and rural Michigan call upon MSU to extend its land-grant mission. The application of sustainable principles and practices in community and economic development will necessitate the adoption of new processes and institutional arrangements within community systems. The CEDP is strategically well positioned within the academic disciplines, the University and the community to facilitate the development and adoption of these new sustainable community systems within local Michigan communities.

### **Michigan State University: Boldness by Design**<sup>27</sup>

Since assuming the presidency of Michigan State University on January 1, 2005, Lou Anna K. Simon has guided the University through a strategic planning process that seeks to define the relevance of the land-grant mission for the 21<sup>st</sup> Century. Our institutional mission is to advance knowledge and transform lives by:

- *providing outstanding graduate, undergraduate, and professional education to promising, qualified students in order to prepare them to contribute fully to society as citizen leaders*
- *conducting research of the highest caliber that seeks to answer questions and create solutions in order to expand human understanding and the well-being of all living things*
- *undertaking outreach and engagement and economic development activities that are innovative, research-driven, and lead to a better quality of life for individuals and communities*

The President and her leadership team have defined five strategic imperatives to guide Michigan State University in fulfilling its strategic commitment:

- **Enhance the student experience**—by continually improving the quality of academic programs and the value of an MSU degree for undergraduate and graduate students
- **Enrich community, economic, and family life**—through research, outreach, engagement, entrepreneurship, innovation, and diversity
- **Expand international reach**—through academic, research, and economic development initiatives and global, national, and local strategic alliances
- **Increase research opportunities**—by significantly expanding research funding and involvement of graduate and undergraduate students in research and scholarship
- **Strengthen stewardship**—by appreciating and nurturing the university's financial assets, campus infrastructure, and people for optimal effectiveness today and tomorrow

The mission and activities of the CEDP as described in the preceding sections clearly are in keeping with the University's strategic initiatives by supporting student engagement in field and classroom settings, enriching community, economic and family life, increasing external funding for research and the involvement of graduate and undergraduate students in that scholarly process, and being a steward of the institution's resources by mobilizing external financial and other assets.

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<sup>27</sup> Office of the President, Michigan State University. *Boldness by Design*, [www.strategicpositioning.msu.edu](http://www.strategicpositioning.msu.edu), 2005

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The School of Planning, Design and Construction, established in 2004, is jointly administered by the Deans of the College of Social, Economic and Behavioral Sciences (co-dean) and the College of Agriculture and Natural Resources (lead Dean).<sup>28</sup> Faculty and staff of the Community and Economic Development Program as a unit within the Urban and Regional Planning Program are primarily appointed in the College of Social, Economic and Behavioral Sciences. The Michigan State University College of Social Science has completed a strategic visioning process to arrive at a five-year vision and strategic agenda<sup>29</sup>. This plan seeks to improve the performance and reputation of the College of Social Science across its teaching, research, and outreach mission.

The mission of the college of Social Science is:

*To create, disseminate, and apply knowledge in the social, behavioral, and economic sciences. We are committed to advancing knowledge by gaining a deeper understanding of the human and social dimensions of the world around us, and the relation of these dimensions to the natural world. We transform lives through collaborative learning and responsive engagement with people and communities, both locally and globally. By advancing knowledge and transforming lives, we join our university in making lasting contributions to the larger society in which we are situated.*

Your organization has been a steady source of guidance concerning community and economic development in the state of Michigan.  
- June Manning Thomas, MSU Urban and Regional Planning Program

The College identifies seven strategic goals to accomplish this mission including

1. Identify and Develop Outstanding Signature Programs
2. Advance a Culture of Research that Supports and Rewards Excellence in Scholarship
3. Advance a Culture of Teaching and Learning that Supports and Rewards Teaching Excellence
4. Build and Sustain Global-Local Engagement
5. Enhance Resources through Innovation and Entrepreneurship
6. Build and Sustain a Diverse and Inclusive Community
7. Communicate an Image of Excellence to Key Audiences

As with the strategic objectives of the University, the CEDP is contributing to the strategic objectives of the College of Social, Economic and Behavioral Sciences. CEDP encourages activity in scholarship related to research and outreach, provides support to efforts to increase external grants for research and outreach scholarship, facilitates out-of-classroom learning experiences oriented toward civic engagement and/or career planning in a number of disciplines in the college, develops knowledge through active intellectual and practical interaction within our societal contexts, embraces engaged scholarship in our research, teaching, and service activity, generates income from research grants, contracts, and private donations to support the CEDP's activities, and improves the academic performance of students of color through its diverse working environment and community partnerships with underserved/underrepresented populations.

There is no question that CEDP is a valuable tool for Michigan and I appreciate my special relationship with CEDP. I look forward to continuing to work with and learn from CEDP.  
- State Senator Buzz Thomas, Detroit

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<sup>28</sup> At this writing the faculty of School of Planning, Design and Construction have not adopted a formal mission statement nor governing bylaws for the unit.

<sup>29</sup> <http://socialscience.msu.edu/about/plan.htm> accessed April 6, 2006.

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## A Future Trajectory of Inquiry for the CEDP

The CEDP is well grounded in the institutional priorities of the University and the College as articulated by the Presidents *Boldness by Design* and the college's strategic goals. There does exist for the CEDP, in collaboration with key partners on and off the campus, a unique opportunity to advance **Trajectory of Inquiry** that is responsive to the emerging needs of communities, on the cutting edge of professional inquiry and consistent with the capacities and mission of the CEDP. The CEDP is strategically well positioned within the academic disciplines, the University and the community to facilitate the development and adoption of these new sustainable community systems within local Michigan communities.

*There exists a unique opportunity for the CEDP, in collaboration with key partners on and off the campus, to advance Trajectory of Inquiry that is responsive to the emerging needs of communities, on the cutting edge of professional inquiry and consistent with the capacities and mission of the CEDP.*

The online survey of CEDP stakeholders conducted as part of this self-study confirmed sustainability as an important topic for future emphasis. The survey contained the question, "In what types of activity would you like to see the MSU CEDP more involved in the future?" Respondents were provided ten possible responses (including "other"), and were permitted multiple responses. **About three quarters of the nearly 300 respondents to this question indicated "sustainable economic development" as a preferred future area of emphasis; in addition, more than half of those responding also indicated a preference for "principles and practices in sustainable communities."** Other choices receiving more than 100 responses include: "neighborhood development," "leadership development," "student projects on specific community defined issues," "public policy analysis," and "affordable housing."

Conventional wisdom about the relationship between the economy and the environment has been upended. A new ethos—*what is good for the environment can also be good for the bottom line*—has replaced the decades' old belief that economic and environmental ends are mutually exclusive. Professional planners, developers and community leaders are

increasingly being forced to adopt more holistic, sustainable practices. Internationally renowned innovator and designer, William McDonough argues that the conflict between industry and environment is not an indictment of commerce but an outgrowth of purely opportunistic thinking associated with the Industrial Revolution. As a result, a host of unintended consequences, particularly negative environmental ones, has ensued. In *Cradle to Cradle* (2002), McDonough (and co-author Michael Braungart)<sup>30</sup> propose a new design paradigm that synchronizes interests of industrial capital with natural or environmental capital. Their approach offers practical steps for built environment industries to respond in innovative ways to contemporary demands for environmentally and economically sound products/processes. In *The Ecology of Commerce* (1993)<sup>31</sup>, Paul Hawken describes the increasing demand for such intelligent consumption as the golden rule of a restorative economy—"leave the world better than you found it, take no more than you need, try not to harm life of the environment, make amends if you do."

*Michigan State University's Community and Economic Development Program, in the School of Planning, Design and Construction, has an unparalleled opportunity to provide leadership linking scholarship and practice to community leaders, built environment industries and policy makers as they respond to the increasing demands to "go green."*

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<sup>30</sup> McDonough & Braungart. (2002). *Cradle to Cradle*. New York: North Point Press.

<sup>31</sup> Hawken, P. (2000). *Natural Capitalism*. Back Bay Books.

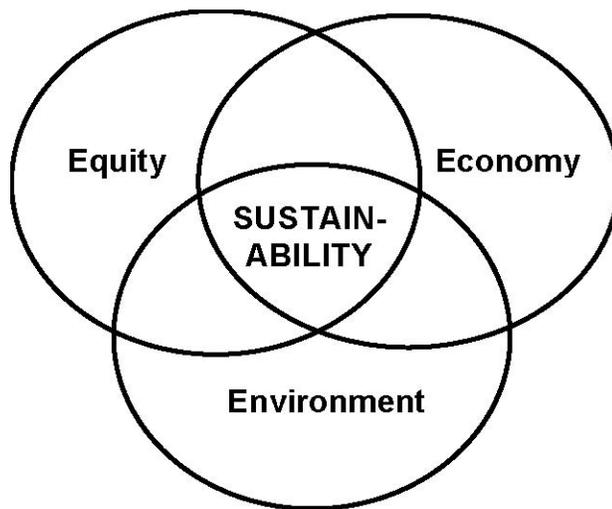
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## Sustainability = Long-Term Livability<sup>32</sup>

Sustainability refers to long-term livability of our communities. A vision of sustainable development is often articulated in the following statement: *“Development which allows people to meet the needs of the present without compromising the ability of future generations to meet their own needs.”*<sup>33</sup>

Both civic leaders and economic developers have begun to use the concept of sustainability. Sustainable development embraces the idea that we can and should achieve economic opportunity, social equality, and a healthy environment together. Many communities have discovered that they don't have to sacrifice quality of life to achieve economic prosperity. Indeed, a high quality of life is good for business! The following diagram illustrates the connectedness of inherent in a vision of sustainability<sup>34</sup>:

**Figure 12: The Triple Bottom Line of Sustainability**



*Most institutions of higher education have not encouraged research and outreach commitments in this emerging field, despite increasing demand for sustainable planning, design, and construction policies, products and processes.*

Concerns about abandonment, sprawl, rising energy costs and negative impacts of buildings on the environment are challenging communities to focus more on integration of sustainability principles in planning, design and construction. In recent years, green building design and construction has become the norm in several industry sectors. For example in January of 2006 the Mayor of Grand Rapids, Michigan, the states second largest city announced the Community Sustainability Partnership<sup>35</sup>. This initiative joins the City of Grand Rapids to the Grand Rapids Public Schools, Grand Rapids Community College, Grand Valley State University and Aquinas

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<sup>32</sup> Harvey, L. et. al. *Sustainable Communities Handbook*, MSU Community and Economic Development Program, 2002 <http://www.cedp.msu.edu/handbooks2.html>

<sup>33</sup> As defined by the United Nation's World Commission on Environment and Development (UNWCED, 1987)

<sup>34</sup> Hancock, Trevor. "Healthy Sustainable Communities: Concept, Fledgling Practice, and Implications for Governance." in Roseland, Mark ed. (1997) *Eco-City Dimensions: Healthy Community, Healthy Planet*. New Haven CT. New Society Publishers.

<sup>35</sup> Accessed April 7, 2006 <http://www.ci.grand-rapids.mi.us/index.pl?binobjid=2945>

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College. Their collective purpose is to develop individual sustainability plans using a common template and taking joint initiative. **Most institutions of higher education have not encouraged research and outreach commitments in this emerging field, despite increasing demand for sustainable planning, design, and construction policies, products and processes.**

MSU has emergent strengths through the newly launched Environmental Science and Public Policy program, Land Policy Institute, the Department of Community, Agricultural, Recreational and Resources Studies and the new School of Planning, Design and Construction and our renewed commitment to be the premier “Global Land Grant” to connect the “global and the local”. The CEDP is an essential bridge to link the local and the global and the economic, social and ecological. As a professional program attentive to inclusive processes that demonstrate new models and arrangements within community settings we are uniquely positioned to nurture truly sustainable community development with the help of our many partners on and off-campus.

The more visible global challenges we see with climate change, ecosystem services declines, and economic globalization will require a local as well as global response potentially changing the very daily lives of most individuals. Berke and Manta-Conroy assert that “Sustainable development is a process in which communities anticipate and accommodate the needs of current and future generations in ways that reproduce and balance local social, economic and ecological systems, and link local actions to global concerns”(23)

<sup>36</sup>. Through a broadly participative program, MSU CEDP is poised to bring a new found “renewable” energy to the planning profession and the communities we serve that focuses on this emerging vision of sustainable community development.

In preparing materials for this report and in addressing the strengths and opportunities of CEDP, there was strong support to continue to address some of the persistent challenges of community and economic development.

A recent study comparing economic and social conditions in selected Michigan’s cities to conditions in neighboring communities<sup>37</sup> confirms that severe economic distress persists in the core cities of the state. Low-income households continue to be concentrated in urban areas: nearly 50 percent of poor families live in these cities, compared to 28.9 percent across the state. In addition, economic activity has decreased in these areas as sprawl increases. This has left behind a central city workforce with unemployment rates 36 percent higher than the state average. Median income and property values are rising more slowly in cities as they are in the rest of the state. Such indicators suggest a need for creative solutions to managing Michigan’s cities.

The economic transformation that affects many Michigan communities and families presents local communities with significant challenges to create jobs, create liveable neighborhoods, and construct affordable, quality housing. These are areas of community and economic development that CEDP has a demonstrated track record and an emerging potential to expand in collaboration with construction management, urban and regional planning, landscape architecture, and interior design. These persistent challenges and the potential emerging opportunities. will be expanded upon in Section VIII.

Nowhere is the sustainability mandate more challenging than in the planning and development professions. Policymakers at all levels—local, regional, national, and international— are being challenged to conceive of and implement legislation requiring development to meet stringent environmental standards, thereby creating, almost overnight, a new set of sustainability

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<sup>36</sup> “Does Sustainable Development Offer a New Direction for Planning? Challenges for the 21st century” Philip R. Berke *Journal of Planning Literature* V. 17 n. 1 August 2002 pp.21-36.

<sup>37</sup> Public Sector Consultants. 2002. *Status of Michigan’s Cities: An Index of Urban Well-Being*.

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challenges at the business-environment interface. Community leaders must learn new approaches for sustainable practices; creating revised local planning ordinances and master planning reports to incorporate these goals and building a sustainable local economy while simultaneously competing in a globally competitive economy. **Michigan State University's Community and Economic Development Program, in the School of Planning, Design and Construction, has an unparalleled opportunity to provide leadership linking scholarship and practice to community leaders, built environment industries and policy makers as they respond to the increasing demands to "go green."**



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## VIII. How We Plan to Change

In the context of the emerging School of Planning, Design, and Construction, CEDP can play a critically unique role by providing multi-disciplinary environment in which the faculty, students, and community can conduct innovative, collaborative research and scholarly outreach on emerging issues of community and economic development, locally and globally.

In January of 2006, prior to receiving the charge to conduct a self study, the CEDP conducted a review of its strategic plan (See Appendix V). In that review, the faculty and staff of the CEDP considered the unit's mission, vision, guiding principles and identified four strategic actions for the unit upon which to further identify an innovative *Trajectory of Inquiry* and other strategic short term actions identified in this section.

This section describes how the CEDP intends to strengthen its existing capacities while implementing an innovative *Trajectory of Inquiry* toward development and adoption of new sustainable community systems within local Michigan communities, and describes specific strategic partnerships that can strengthen and expand the CEDP *Scholarship of Engagement* in Community and Economic Development. Figure 13 (on next page) indicates the three priority areas for future inquiry, outreach and engagement: urban and metropolitan development, community and economic development, and sustainable planning and development.

The CEDP has the demonstrated capacity to develop and implement innovative problem-solving strategies that can address some of society's most "*wicked problems*." In considering how we plan to change to strengthen our current abilities while building for the future the following recommendations are proposed. The time constraints imposed in this self-study did not permit an exhaustive assessment of all the possibilities nor allow for the extensive engagement of all potential partners and collaborators. While every reasonable effort has been made to identify specific actions, the truncated time period provided for the development of this report did not permit the authors in every case the opportunity to "field test" each of the proposed actions. This section is best understood as a "down payment" on the future or a "work in progress."

Beyond the Urban Core Mayors initiative, I am also aware that the CEDP reaches out beyond the campus and the Lansing region to engage community organizations, state and local leaders, and students in seeking new ways to address some of the challenges confronting communities. The work of the CEDP has been exemplary in this regard and the ability to bring to bear university ideas and resources to practical programs of Michigan's communities has been and continues to be of genuine service to the state's historically disadvantaged communities.  
- Kalamazoo Mayor  
Hannah J. McKinney

### Developing and Adopting Sustainable Community Systems

The CEDP is strategically well positioned within the academic disciplines, the University and the community to facilitate the development and adoption of new sustainable community systems within local Michigan communities. In adhering to the units guiding principles the CEDP in collaboration with faculty and students from Urban Planning, Landscape Architecture, Interior Design, Construction Management in the School of Planning, Design and Construction and other partners on and off-campus (See Figure 14 on page 77) will:

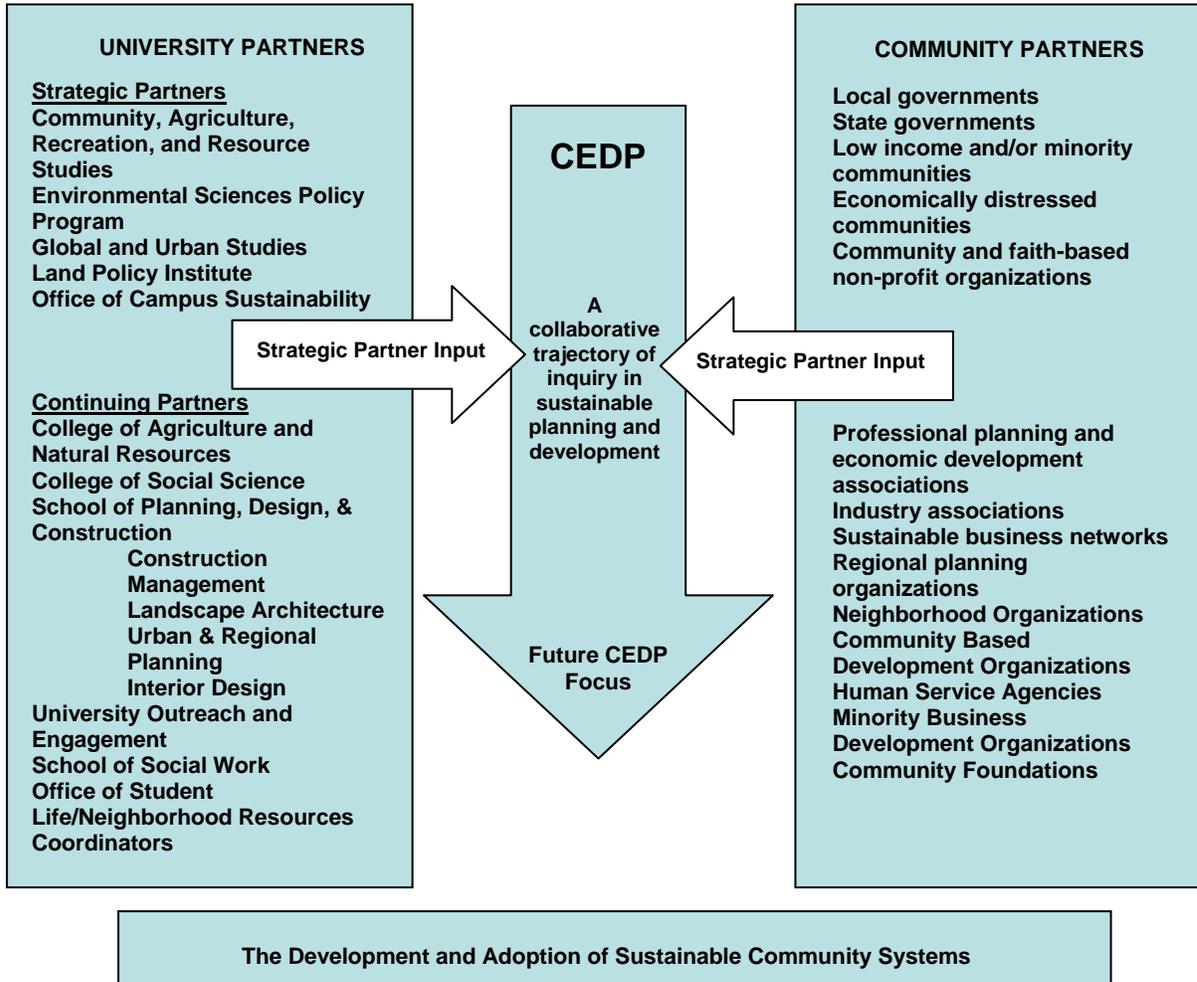
- Create and support interdisciplinary teams of faculty, student and community leaders to develop and implement sustainable community and economic development research addressing the challenges of distressed communities in strategically identified areas of interest.
- Support the development and submission of competitive grants to external funders to implement outreach scholarship in sustainable community and economic development.

- 
- Organize and conduct conferences and workshops for practitioners, public officials and other stakeholders on relevant sustainable community and economic development topics. Use of innovative technology and distance learning methods will be encouraged and employed where ever feasible
  - Support the infusion of the “lessons learned” from these scholarly outreach activities in an updated curriculum for units within the School of Planning Design and Construction and other academic partners.
  - Support multi-disciplinary teams of graduate and undergraduate students in practicum/field based learning opportunities designed to extend their knowledge and understanding of sustainable community and economic development research and practice while simultaneously demonstrating these practices with communities.
  - Strengthen the international dimensions of sustainability through international student engagement and global analysis of best practice.
  - Disseminate cutting edge research and practice in sustainable community and economic development through a variety of formal and informal methods.

**Figure 13. Areas for Future Inquiry, Outreach and Engagement**



Figure 14: Development and Adoption of Sustainable Community Systems



The **Trajectory of Inquiry** identified responds to emerging community and disciplinary trends, incorporates the concepts articulated by MSU President Lou Anna K. Simon in the University's strategic commitment entitled "*Boldness by Design*", reflects elements of the College of Social, Behavioral, and Economic Sciences strategic plan, is consistent with the mission and capacities of the CEDP and the emerging interest of the School of Planning, Design and Construction. The CEDP has already developed an existing track record in the **Trajectory of Inquiry**. That track record will be critical in attracting potential funders in the short term to support the strategic actions identified above. Recent activities of the CEDP that support the development and adoption of sustainable community systems in Michigan communities include:

- The submission of a proposal to the MSU Vice President for Research and Graduate Studies Strategic Partnership Grant (SPG) program with Dr. Matt Syal (Co-PI), Professor of Building Construction Management and Dr. Rex L. LaMore (Co-PI), Director of the Community and Economic Development Program, to position Michigan State University as a national leader in industry-responsive, research-based solutions that address sustainability challenges facing built environment industries in the 21<sup>st</sup> century. Over a three year period, strategic investments will support three main activities: 1) industry/stakeholder meetings to identify issues facing industry leaders and to solve sustainable design problems through responsive research; 2) mini-grants for research into new areas associated with sustainable planning, design, and construction; and 3) colloquia/symposia bringing national leaders in sustainable planning, design and construction to spark interdisciplinary research teams. These activities will lead to a multitude of external grant proposals to agencies identified in a later section. An advisory committee composed of leaders from industrial associations, practicing professionals in built environment industries, and national academics will help to establish Michigan State University at the forefront of sustainable planning, design, and construction (Amount requested: \$300,000) pending.
- The submission of a proposal to the MSU Environmental Science and Policy Program (ESPP) Environmental Research Initiative Grant (ERI) with Dr. Matt Syal (Co-PI) Professor of Building Construction Management and Dr. Rex L. LaMore (Co-PI) Director of the Community and Economic Development Program, in collaboration with Joanne Westphal, Professor, Landscape Architecture (sustainability and health), Arjun J. Singh, Asc. Professor, School of Hospitality Business (sustainable real estate development in the hospitality industry), Diane M. Doberneck, Asst. Professor, Community & Economic Development (sustainability and community development), Timothy Mrozowski, Professor, Construction Management (sustainability and energy efficient buildings), Warren Rauhe, Asc. Professor, Landscape Architecture (sustainability and community design), Maya E. Fischhoff, Coordinator, Business and Environment, ESPP Program (environment and business), Ronald Perry, Department Chair, Horticulture (green roof, native plants) and, Robert von Bernuth, Director, School of Planning Design & Construction to

... there were two goals that emerged from the Ingham process that I believe provide some direction for future program collaboration with CEDP at the local level. These are: facilitate the development of knowledge and skills necessary for residents, especially decision maker, to make responsible land use decisions that create a sustainable environment for work, living and recreation; and provide opportunities and resources to communities and facilitate the development of knowledge and skills to promote business investment that will expand and diversify the local economy.

**- Randy A. Bell,  
Ingham County MSU  
Extension**

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build university multidisciplinary teams to support research, outreach, curriculum design and international partnerships in Sustainable Planning, Design, & Construction (Amount requested \$299,000) pending.

- The development and implementation of the first faculty seminar series in the School of Planning, Design and Construction in the Spring of 2005 Entitled *Exploring trends and emerging issues in our built environment*, sponsored by MSU's Community and Economic Development Program, Building and Construction Management Program, Interior Design, Landscape Architecture, and Urban and Regional Planning the seminar series brought together students, faculty and practitioners to discuss; Smart Growth in Michigan, Health By Design, Green Design, Intelligent Development, and Interior Design What Have We Learned since 9/11?
- The submission of a joint proposal from MSU's Community and Economic Development Program, Building and Construction Management Program, Interior Design, Landscape Architecture, and Urban and Regional Planning to the Knight Foundation in Detroit Michigan to create multi-disciplinary student teams MSU's School of Planning, Design, and Construction together with participating Detroit neighborhood organizations to complete practicum projects identified as integral to their revitalization efforts. The project is designed to assist in revitalizing Detroit neighborhoods through: Community Revitalization Practicum Projects that pair professional students from the four SPDC disciplines—urban and regional planning, interior design, landscape architecture, and construction management—with neighborhood organizations to complete faculty-supervised practicum , assist neighborhood organizations identified by the Knight Foundation with pre-proposal activities, such as gathering background information, conducting needs assessments, and completing feasibility studies needed to develop successful grant proposals and assist in recruiting activities that advocate that minority youth in the participating neighborhoods take a leadership role in the community revitalization practicum projects. Personal interactions between SPDC students and young people in Detroit neighborhoods will encourage the youth to consider career options in SPDC professional (Amount requested \$35,000) pending
- To facilitate sustainable local economic development in a globally competitive economy by enhancing the capacity of Michigan's economic development professionals to develop, retain and attract knowledge based enterprises in their communities. The MSU Community and Economic Development Program (MSU-CEDP), the Urban and Regional Planning Program and the Michigan Economic Development Association (MEDA) will collaborate to develop materials and conduct training on *Building the Capacity of Michigan's Economic Development Professionals to Adjust to the Global Knowledge Economy*. This capacity building project, informed by practical research, builds upon and extend MSU-CEDP's work on Michigan's knowledge economy, reported in *Michigan's Knowledge Economy Index: a County-Level Assessment of Michigan's Knowledge Economy (2004)* and in *Metropolitan Michigan Knowledge Economy Indicators (2005)*.The scope of work includes the following *knowledge economy best practice* activities detailed below: 1) case studies and 2) practitioner survey—both of which generate the practical understanding of best practices that inform—the professional development and training program 3) workshops and 4) publications. This project was awarded \$104,000 by the U.S. Department of Commerce, Economic Development Administration, and the Michigan Economic Development Corporation. An supplemental award or \$40,000 was made by the MSU Community Vitality Program to expand this project in additional business sectors. Effective date of awards April 1, 2006

- The completion of graduate student team policy reports on issues of sustainable planning and development (available at [www.cedp.msu.edu](http://www.cedp.msu.edu))
  - "Building Energy Efficient Affordable Housing: A Strategic Goal for Habitat for Humanity of Michigan" Dec. 2005
  - "Williamstown Township and LEED Standards: Planning for the Future" Dec. 2005
  - "Regional Economic Development In Mid-Michigan's Tri-County Region" Dec. 2005
  - "Neighborhood Early Warning System (NEWS)" Dec.2004
  - "Hip, Cool Cities In Michigan: The Creative Class and its Economic Power" Dec. 2003
  - "The Potential of Brownfield Redevelopment To Green the Concrete Jungle" Dec. 2003



- The development, implementation and publication of a Community Income & Expenditure Model that assists communities in building locally sustainable economies, Feb. 2000. <http://www.cedp.msu.edu/handbooks2.html>
- The development and publication of the "Sustainable Community Handbook" Jan. 2002. This manual is meant to help a community develop a local vision and action plan toward a sustainable community. It includes practical methods and examples to help integrate "the three Es" economy, environment, and equity as we grow. <http://www.cedp.msu.edu/handbooks2.html>
- The publication of several editions of the *Community News & Views* examining sustainable planning and development including an Electronic Edition Theme **Energy and Community Well-Being**, Vol. 18 No. 1, Winter 2006 This recent edition provides community and economic development practitioners and scholars with an overview of the future challenges and opportunities our communities may face in providing for energy needs and community well-being. The links and subsequent articles span issues ranging from the current energy system, alternative/renewable energy sources, energy efficiency, and energy policy issues related to low-income communities, job creation, and economic development. Electronic Edition **Triple Bottom Line**, VOL. 17 No. 3, Summer 2005 with articles from globally recognized green designer William McDonough and Michael Braungart, and **Community-Based Food Systems**, VOL. 17, No. 1, Winter 2004 examining Community-Based Food Systems from MSU C.S. Mott endowed chair for sustainable agriculture Mike Hamm and Marty Heller, The Food Atlas Project, Marty Heller, Food Deserts and Access to Retail Grocery in Inner Cities Kami Potthukuchi and Brian Thomas

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## Cultivating Strategic Partnerships to Expand a Scholarship of Engagement

In addition to the innovative **Trajectory of Inquiry** described above the CEDP proposes to strengthen and expand strategic partnerships with key units on MSU's campus that support **innovative scholarship and outreach engagement in Community and Economic Development** to address critical community needs. Two specific strategic initiatives are identified: 1.) the Michigan Metropolitan Initiative and 2.) a strategic partnership with *Prima Civitas* to support university/community activities in community and economic development .

1.) **Michigan Metropolitan Initiative:** Metropolitan areas, inhabited by some 80 percent of Michigan residents, are indisputably important to all Michigan citizens and their elected public officials as the health and future of the entire state is inextricably linked with these areas. These metropolitan areas face daunting challenges—crises in municipal financial resources, deteriorating infrastructures, traffic congestion, lack of efficient public services, underlying racial attitudes, perceived decline of public education opportunities, lack of walkable destinations, lack of diversity, inadequate shopping opportunities, and the list goes on. The health and future of these metropolitan areas is of urgent concern to local and state officials, and community leaders throughout Michigan

<sup>38</sup>. As a result of the complex social, economic and political challenges Michigan provides a unique place to demonstrate innovative ways to meet critical metropolitan challenges and become a national model in applying innovative scholarly engagement in community and economic development, in Michigan, in the U.S., and internationally.

With the support and leadership of Michigan State University's, Land Policy Institute and in collaboration with Wayne State University, Grand Valley State University and Public Sector Consultants, the CEDP proposes to **coordinate with these partners and implement the project objectives identified in the Michigan Metropolitan Initiative funded by the W.K. Kellogg Foundation.** This initiative is designed to frame metropolitan issues in contexts that matter and provide relevant information, appropriate tools and focused expertise to local, regional, and state stakeholders. The objectives of the Michigan Metropolitan Initiative include:

1. Produce a major report on the current state of Michigan cities and their surrounding metropolitan regions.
2. Develop and launch the online Metropolitan Land Policy Resource Information System at MSU to provide public, user-friendly access to research based information, tools, and expertise on metropolitan policy science.
3. Produce a series of groundbreaking reports that address four critical metropolitan areas.
4. Host a Michigan Metropolitan Signature Seminar Series that will stimulate innovation in metropolitan policies and practices.
5. Plan an annual symposium of universities, organizations and stakeholder groups to evaluate the Consortiums research and outreach, identify future directions for policy makers, and prioritize future metropolitan policy science research and outreach initiatives proposed by Consortium members.

The collaborative initiative, titled "Michigan Higher Education Land Policy (MIHELP)" Consortium, received \$200,000 from the W.K. Kellogg Foundation to initiate. We are currently preparing a proposal for another \$200,000 to move us to the next level. The CEDP is an ideal MSU program to staff, support and implement this initiative and it is well positioned to do so. To that effect, they are an excellent partner for the LPI.

- Soji Adelaja, MSU Land Policy Institute

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<sup>38</sup> Michigan State University, Land Policy Institute, "The Michigan Metropolitan Initiative: A project of the Michigan Higher Education Land Policy (MIHELP) Consortium." May 2005.

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The CEDP is well positioned in MSU and the state of Michigan to carry out this activity. The demonstrated ability of the CEDP to develop and implement collaborative initiatives with academic and community leaders is well documented. Furthermore, the CEDP already has strategic long-term alliances with such key partners as the Michigan Urban Core Mayors, the Neighborhood Association of Michigan, the Michigan Association of Regions, the bi-partisan Urban Caucus of the Michigan Legislature, agencies of state government and many other organizations and institutions that seek to improve the quality of life of Metropolitan areas. The collaboration of the CEDP and MSU's Land Policy Institute in the development and implementation further strengthens the linkage of scholarship and engagement.

2.) **Prima Civitas:** In the spring of 2006 Michigan State University, President Lou A K. Simon announced the establishment of a new university/community partnership to support regional economic development and community advancement in the mid-Michigan region. Increasingly across the nation, universities, state governments, and the private sector are partnering with major cities to pursue urban revitalization and community development initiatives. David Hollister former director of the Michigan Department of Labor and Economic Growth, former mayor of Lansing, and former state legislator from Lansing's north side was tapped to head this private/public partnership. *Prima Civitas* (first city) will help shape the future of the Lansing Metropolitan Region by leveraging state, federal, and private sector resources in implementing regional revitalization initiatives. The CEDP is well positioned to assist this newly formed organization in developing and implementing successful community and economic development projects that link multi-disciplinary teams of faculty and students to specific community and economic development projects. Based on research agenda constructed by *Prima Civitas* the CEDP could help implement these priorities through:

As *Prima Civitas* develops and implements its mission throughout the mid-Michigan area I and my team will certainly look forward to engaging the MSU CEDP in these efforts in a variety of different ways.  
- David Hollister,  
*Prima Civitas*

1. Support multi-disciplinary teams of graduate and undergraduate students in practicum/field based learning opportunities designed to extend their knowledge and understanding of community and economic development research and practice while simultaneously producing professional quality planning and economic development feasibility studies for project specific community activities.
2. Support the development and submission of competitive grants to external funders to implement outreach scholarship in community and economic development.
3. Create and support interdisciplinary teams of faculty, student and community leaders to develop and implement community and economic development research addressing strategically identified *Prima Civitas* priorities. Such areas might include; Innovative models in university/community partnerships for community and economic development, regional tax-base sharing models that support regional cooperation and economic development, policy analysis in brownfields redevelopment, role of culture and the arts in community and economic development, conducting community income and expenditure analyses, business sector specific cluster analysis and an assessment of mid-Michigan knowledge economy capacity.
4. Organize and conduct conferences and workshops for practitioners, public officials and other stakeholders in the region on specific community and economic development topics. Building the regions knowledge capacity, sense of shared destiny and intercommunity collaboration will be emphasized in these events.

- 
5. Support a local-global linkages bringing the talents of international faculty/students to bear on mid-Michigan opportunities as well as identifying innovative global strategies that can be applied to regional community and economic development issues.

The CEDP with over 25 years of experience in community and economic development in collaboration with *Prima Civitas*, and with the support of the MSU Land Policy Institute, the Urban and Regional Planning Program and other university and community partners is well situated to advance the revitalization of the mid-Michigan region.

## Conclusion

Community and economic development work is evolving into a “Sustainable Community and Economic Development” paradigm. Nowhere is the sustainability mandate more challenging than in the planning and development professions. Policymakers at all levels—local, regional, national, and international— are being challenged to conceive of and implement legislation requiring development to meet stringent environmental standards, thereby creating, almost overnight, a new set of sustainability challenges at the business-environment interface.

William C. Johnson, author of *Urban Planning and Politics*<sup>39</sup> in discussing planning for the 21<sup>st</sup> Century suggests that sustainable development for planning and community development must be understood in how we create a “growing city”, a “just city” and a “green city.” Johnson goes on to suggest that three resources are essential to a regions success: the **concepts** (the knowledge of new ways of thinking and doing), the **competence** to implement these new arrangements and the ; **connections** (linking local to global). **Michigan State University’s Community and Economic Development**

**Program, in the School of Planning, Design and Construction, has an unparalleled opportunity to provide leadership linking scholarship and practice to community leaders, built environment industries and policy makers as they respond to the increasing demands to create growing, just and green communities.**

*Michigan State University’s Community and Economic Development Program, in the School of Planning, Design and Construction, has an unparalleled opportunity to provide leadership linking scholarship and practice to community leaders, built environment industries and policy makers as they respond to the increasing demands to create growing, just and green communities.*

The specific prioritized strategies outlined above set forth plan of action that builds on past strengths while responding to emerging trends. In collaboration with key MSU units and off-campus partners the CEDP is strategically well positioned within the academic disciplines, the University and the community to facilitate the development and adoption of these new sustainable community systems within local Michigan communities.

The CEDP’s community and economic development expertise also can be of specific benefit to strengthening **innovative scholarship and outreach engagement in Community and Economic Development** in two specific strategic initiatives are identified: 1.) the Michigan Metropolitan Initiative and 2.) a strategic partnership with *Prima Civitas* to support university/community activities in community and economic development.

Both of these strategic partnerships call upon the CEDP to apply its research and outreach capacities to; organize multidisciplinary research teams to conduct research on community identified issues, facilitate student engagement in real-life settings; organize and implement innovative educational events that facilitate informed community change, provide quality technical assistance in specific content areas of expertise, facilitate networking and information

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<sup>39</sup> Johnson, William C. *Urban Planning and Politics*, APA Press, Chicago Ill. 1997. pp 156-163

dissemination amongst various community and university stakeholders, and create new arrangements in local communities that are long-term and self-sufficient.

The strategic plan action proposed for the CEDP sets forth an achievable plan of work that builds off of the units existing strengths, responds to the emerging challenges in the disciplines and communities, while providing a framework for bold leadership at MSU in creating the 21<sup>st</sup> Century land-grant institution.

**Table 8: External Funding for Future Projects**

<b>Knowledge Based Economic Development in Michigan, 2006-2007</b> MSU-Community Vitality Program	<b>40,000</b>
<b>Building the Capacity of Economic Development Professional to Adjust to the Knowledge Economy, 2006-2007</b> U.S. Department of Commerce, Economic Development Administration	<b>74,000</b>
<b>Knowledge Economy Best Practices, 2006-2007</b> Michigan Economic Developers Assn. & Michigan Economic Development Corporation	<b>30,000</b>
<b>Sustainable Planning, Design, &amp; Construction: Value-Added Impact on Built Environment Industry</b> MSU—ESPP/ERI	<b>200,000</b>
<b>Sustainable Planning, Design, &amp; Construction: Value-Added Impact on Built Environment Industry</b> MSU—Vice President for Research & Graduate Studies	<b>300,000</b>
<b>Strengthening Detroit Neighborhoods Through Student Practicum-Based Learning</b> Knight Foundation	<b>35,000</b>
<b>Total Future—Grants Submitted—Under Review</b>	<b>\$679,000</b>

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## IX. How Will We Evaluate Our Progress

As CEDP moves in future directions, we will continue to listen to, evaluate, and act upon advice from our Faculty Board of Advisors, our program specific advisory groups, and our stakeholders at large. As our sustainable planning and development activities become more prominent, we will expand our advisory committees to reflect emerging content areas and new constituent groups. Through regular engagement with our stakeholders, we will continue to ensure our activities are relevant, responsive, and accessible to the audiences we serve.

*Through regular engagement with our stakeholders, we will continue to ensure our activities are relevant, responsive, and accessible to the audiences we serve.*

As our programs develop and expand, we will sustain our commitment to the *Rational and Postmodern Planning Theory Problem-Solving Model*, so that our activities benefit from improvements identified through continuous evaluation, reflection, and modification. We will also continue our commitment to translational research, keeping abreast of cutting-edge scholarship and making it accessible to our audiences and at the same time listening to our audiences for emerging issues that might inform university research, teaching, and outreach agendas. By listening carefully to our stakeholders, we are able to evaluate the effectiveness of our activities and more nimbly modify our programs in response to shifting needs and priorities.

We will also explore a variety of approaches to evaluation that incorporate increased stakeholder participation and that reflect a more sophisticated understanding of evaluation at the engagement interface. For example, we will develop new approaches for evaluating the impact of our work at multiple levels. Employing a systems perspective, we will focus on:

1. nested impacts on individuals, groups/families, agencies/organizations;
2. delivery systems;
3. neighborhoods/communities; and
4. community ecosystems.

Ongoing evaluation of specific events and activities will be supplemented by methods of assessing impact over different timeframes (i.e., short term, intermediate term, and longer term), and at different levels of impact, such as:

- change in knowledge/understanding;
- in skills/abilities;
- in beliefs/attitudes/values;
- in behavior;
- in practices;
- in conditions;
- in status.

Finally, we will evaluate our progress by degree to which the lessons learned through our community and economic development activities are translated back to the university and (re)incorporated across the university's multiple missions. As our campus colleagues advocate, "engagement is a robust and dynamic phenomenon—cutting across the teaching, research, and service we do—as a thematic, connective expression. For us, there is engagement *in* teaching, *in* research, and *in* service."<sup>40</sup> The same holds true for us at CEDP. It is simply not enough to strengthen Michigan's communities through our good work. We must also strengthen professional education at Michigan State University, so that the next generation of community and economic development and planning professionals are prepared to lead their communities along the path to prosperity.

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<sup>40</sup>Fear, F., Rosaen, C., Foster-Fishman, P., & Bawden, R., (2001). Outreach as scholarly expression: A faculty perspective. *Journal of Higher Education Outreach and Engagement* 6(2):21-34.

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**APPENDIX A**  
**Charge for the Program Review**

MICHIGAN STATE  
UNIVERSITY

ENTERED  
FEB 14 REC'D

Dr. Rex LaMore  
Director, Community and Economic Development Program  
1801 W. Main St.  
Lansing, MI 48915

February 7, 2006

Dear Dr. LaMore

This letter serves as formal charge for program review to the Community and Economic Development Program from the Director of the School of Planning, Design, and Construction. This review should encompass all aspects of the CEDP but should focus on outreach, grant activity, and scholarly achievements. The review is occurring within the framework of regular periodic review of all programs in the College of Social Science and the College of Agriculture and Natural Resources and with the support of the deans of both colleges. The overarching goal of the review is to assess past and present performance of the program and to stimulate thinking for the future.

**Charge for the Program Review**

Your review will be conducted during the 2005-2006 academic year, with a self-study report due on April 15, 2006, and a review report due on June 1, 2006.

To begin the process, you should establish a Self-Study Committee comprised of representatives of the CEDP. Given the size of the program, you might consider a committee of the whole. Your self-study should achieve a balance of factual documentation and analytic discussion, including strengths and weaknesses, and should lead to a set of prioritized recommendations, including opportunities for the future, and relate these recommendations and/or opportunities to School, College and University missions. Also, provide reasons why suggested changes should be made.

The self-study should focus on the general questions highlighted below:

- **Who are you?**
- **What do you do? Why do you do it?**
- **How well do you do it and who thinks so? How do you know?**
- **What difference does it make whether you do it or not? How do you know?**



**SCHOOL OF  
PLANNING,  
DESIGN &  
CONSTRUCTION**

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**Robert D. von Bernuth,**  
Director  
517.432.6379  
Email: vonbern@msu.edu

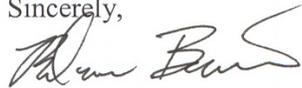
MSU is an affirmative-action,  
equal-opportunity institution.

- 
- Do your faculty, university, or disciplinary trends demand that you do something different? If so, what would that be?
  - What audiences/stakeholders do you serve in your outreach and applied research programs?
  - What process do you use to determine your stakeholders' needs and to prioritize the ones you will address?
  - And how do you intend to change to reach your (evolving) future given where you are now?
  - How will you evaluate your progress and ultimate success?

No later than April 1, 2006, I, in consultation with Deans Baba and Armstrong, will appoint reviewers. If at any time during the review process anyone requires clarification of substantive or procedural issues, please do not hesitate to inform me and I will make every effort to respond to you as quickly as possible.

I thank you in advance for the time and energy you will invest in this important activity. I am looking forward to learning more about CEDP.

Sincerely,



Robert D. von Bernuth, PhD, PE  
Director

cc: Marietta Baba  
Jeffrey Armstrong  
Eric Strauss

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**APPENDIX B**  
**Statewide Advisory Committee**

<u>Name</u>	<u>Position</u>	<u>Organization</u>
Karen Bantel	President	Cyber-State
Mary Blazeovich	Director of Intergovernmental Affairs	City of Detroit
Patty Campbell	President	River Rouge Public Housing Commission
Susan Cocciarelli	Specialist	MSU-CARRS, C.S. Mott Group
Jon Coleman	Exec. Director	Tri-County Regional Planning Commission
Kenneth Corey	Professor	MSU-Geography
John Czarnecki	Vice President for Community Relations	Michigan Economic Development Corporation
Diane Doberneck	Asst. Professor	MSU-Community & Economic Development & Bailey Scholars
Chris Doby	Program Officer	C.S. Mott Foundation
Karl Dorshimer	Project Coordinator	City of Lansing, Economic Development Corporation
Matthew Dugener	Exec. Director	Grand Rapids SmartZone
Jeff Hagan	Planner	Eastern Upper Peninsula Planning & Development Commission
Mike Hamm	Professor	C.S. Mott Group for Sustainable Food Systems
Chris Hnatiw	Economic Development Planner	Tri-County Regional Planning Commission
Melissa Huber	Specialist	MSU—Family, Child Ecology
Naheed Huq	Senior Planner	Southeastern Michigan Council of Governments (SEMCOG)
Robert James	Governmental Relations Manager	Michigan State Housing Development Authority
Ron Jimmerson	Human Resources Director	Cascade Engineering
Bob Johnson	Senior Exec. Assistant Director	Dept. of Consumer & Industry Services

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Tony Lentch	Exec. Director	Community and Economic Developers Association of Michigan (CEDAM)
Bob McMahon	Manager	Southeastern Michigan Council Of Governments (SEMCOG)
Bill O'Brien	Project Director	MOSES
Megan Olds	Regional Planner	Northwestern Michigan Council of Governments (NEMCOG)
Linda Patrick	CEDP Specialist	Flint—Extension Office
John Peck	State Economic Development Representative	U.S. Dept. Commerce, Economic Development Administration
Chris Petersen	Professor	MSU—Product Center for Agriculture & Natural Resources
Rene Rosenbaum	Professor	MSU—Community, Agriculture, Recreation, and Resources Studies
Frank Starkweather	Program Manager	Community & Economic Development
Barry Stern	Exec. Director, Planning	Macomb Community College
Brian Sydnor	Director, Community & Government Affairs	State of Michigan Broadband Authority
James Turner	Owner	Michigan Property Consultants
Bobbie Wallace		Inkster Public Housing Commission
Mark Wilson	Assc. Professor	MSU—Urban Planning

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## APPENDIX C

### Annual Institutes, 1999-2006 <http://www.cedp.msu.edu/sui2.html>

#### Annual Institute 2006

*Responsibly Investing in Michigan's Future: Community Development Investment Strategies,  
April 5, 2006*

Access to financial capital is a critical factor in the revitalization of distressed communities. As traditional sources of capital diminish, distressed communities must find new alternatives. Financial administrators for institutions of higher education, pension funds of faith-based institutions, endowments, and other institutional investments can play a vital role in providing alternative financial resources for community revitalization. For example, secured investments in community based financial institutions can leverage other financial resources and stimulate redevelopment in distressed communities.

While the administrators of institutional endowments, pension funds, and other institutional portfolios have been historically guided by the simple investment policy of "seek the most prudent and highest rate of return," we believe it is time for civic-minded private and public institutions to adopt a multiple bottom line approach to managing their institutional investments.

The 2006 Annual Institute will examine how changes in the traditional investment paradigm can support responsible investment policies that deliver both a "prudent, high rate of return" and the financial resources needed for community redevelopment in distressed neighborhoods. This multiple bottom line approach to investing underscores the social and environmental impacts of investment decisions as well as the financial bottom-line.

#### Summer Institute 2005

*Ideas & Dollars How Cultural Economic Development "makes cents" for Michigan, June 15, 2005*

As the economic landscape is transformed from a manufacturing to a knowledge economy, Michigan communities are also changing their understanding of the role arts and culture play in the globally competitive environment. Creative and cultural assets in local communities are seen as both a source of jobs and an important factor in increasing community competitiveness. The convergence of creativity and technology are critical to inventing our way to prosperity.

The theme of the 2005 Summer Institute is the role of the "cultural economy" in generating and supporting economic development. Attendees will examine relationships among arts, culture, innovation, job creation and wealth generation. The conference will also include discussion of effects of entrepreneurship, cultural creativity, and education on economic development and community prosperity.

#### 2004 Summer Institute

*Creative Communities and Economic Innovation: Working for Michigan's Future, June 30, 2004*

Today, Michigan faces a new challenge in catapulting its communities into the global economy. The Arrival of the information age has placed Michigan in unfamiliar territory. Its economy has historically remained largely dependent on the manufacturing industry, and to survive the state needs to innovate. Michigan needs to tackle the task of facilitating creative communities that create high paid, high skilled jobs.

The challenge poses many questions for various sectors in Michigan cities. The 17<sup>th</sup> annual Summer Institute, sponsored by the MSU-EDA University Center, will examine the emerging implications the notion of creative communities has instilled. Summer Institute participants will have the opportunity to attend a variety of sessions led by industry and community leaders, practitioners and scholars who will examine the characteristics of creative communities, acknowledge specific state and local policies that help support the creative community, and examine strategies communities are implementing to be creative.

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### **2003 Summer Institute**

*Facts, Fads, and fantasies of Economic Development in the Knowledge Economy, June 26, 2003*

Today's most technologically advanced economies and highest paying jobs are increasingly knowledge-based. Knowledge has become the most important factor determining standard of living. But what is a knowledge economy? How has the role of economic development practitioners changed as they work with distressed communities in the knowledge economy? Is publicly-funded economic development keeping pace with the changes in the knowledge economy and serving the public interest in the areas of job creation, tax-base enhancement and community revitalization?

Advocates for the economic revitalization of distressed communities will need to skills to help such communities release all the creative potential within their borders to be competitive in a rapidly changing economic environment. Summer Institute 2003 will examine the facts, the fads, and fantasies of the knowledge economy and economic development as it is emerging in the new millennium.

### **2002 Summer Institute**

*Reshaping the Fundamentals: Strengthening Community Economies In Turbulent Times, July 11, 2002*

Skating on thin ice. Is that your picture of our present economic and social environment? Or is our economy rock-solid? Depending upon where you sit, your answer will certainly vary. However, all of us are affected by the expanding global economy and the international debated on terrorism and human rights. It seems that the global financial market place ebbs and flows with unnerving ease.

If distressed communities are to successfully seize the opportunities and overcome the challenges of economic development in these turbulent times, community leaders, economic development professionals and students of development will need to examine the fundamental elements of community: their people, places, financial resources, and ability to plan for the future.

The presentations and workshops of the 2002 Summer Institute will emphasize these fundamental issues of community economies. Count yourself among Michigan's thoughtful practitioners and activist researchers plan to attend.

### **2001 Summer Institute**

*Working Wired: Empowering Workforce Development in an Information Society, July 10, 2001*

The 2001 Summer Institute will explore the transformation of the nature of work in the 21<sup>st</sup> century. It builds on last year's Institute by continuing a focus on a technology-based economy and the many aspects of the "Digital Divide" that keep poor, immigrant, and other underutilized workers from participating in the economy.

To insure full participation in the emerging digital economy for all Americans, it is critical that workforce development efforts take into account the importance of Information Technology. This year's Summer Institute will feature workshops on Information Technology skill development for the emerging workforce, the underutilized workforce, and the existing workforce, and an examination of state and local level policies that may encourage workforce development in an Information Technology society.

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### **2000 Summer Institute**

*Discovering the Digital Frontier: Opportunities for CBO's and Low Income Communities, June 8, 2000*

The National Telecommunications and Information Administration (NTIA) reported in 1999 that although the number of Americans connected to the nation's information infrastructure was soaring, many groups who lack access to information resources remained.

The 2000 Summer Institute, "*Discovering the Digital Frontier: Opportunities for CBO's and Low Income Communities,*" will address the issue of the Digital Divide in Michigan's communities. The rate of technological progress and change contributes to growing social and economic inequities, as the widening gap between the technology haves and have-nots exacerbates educational and employment disparities. As issue is access to not only the technology and necessary infrastructure, but also the information and skills to us technology effectively.

The conference seeks to provide an insight into these areas by examining how the Digital Divide can be bridged through: economic development and infrastructure planning practices: information technology skill development and education: methods for community based organizations to access and use information technology: and the successful use of E-Commerce by nonprofits for community development.

### **1999 Summer Institute**

*Creating Sustainable Communities: the Role of the Community Based Organizations, July 8, 1999*

This year the annual MP/EDA Summer institute will focus on Sustainable Indicators: exploring the diverse concepts defining sustainability, and the role of citizens and CBOs in assessing and creating sustainable communities.

Sustainable indicators are a revealing way to measure performance. They may be used to evaluate the impact of policies, community and economic development programs, and to identify problem areas in our communities today. Understanding the concept of sustainable indicator is fundamental to ensuring the long term well being of our communities.

The 1999 Summer Institute focuses on examining our current capacity to describe the sustainable characteristics of successful communities, and with the active participation of communities in Michigan, seeks to apply these concepts and practices throughout our state.

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## APPENDIX D

### Conference Proceedings

#### Annual Institute Conference Proceedings

<http://www.cedp.msu.edu/sui2.html>

*Responsibly Investing in Michigan's Future: Community Development Investment Strategies. 19<sup>th</sup> Annual Institute. (2006).*

*Ideas and Dollars: How Cultural Economic Development "Makes Cents" for Michigan. 18<sup>th</sup> Annual Summer Institute. (2005).*

*Creative Communities and Economic Innovation: Working for Michigan's Future. 17<sup>th</sup> Annual Institute. (2004).*

*Fact, Fads, and Fantasies of Economic Development in the Knowledge Economy. 16<sup>th</sup> Annual Summer Institute. (2003).*

*Reshaping the Fundamentals: Strengthening Community Economies in Turbulent Times. 15<sup>th</sup> Annual Summer Institute. (2002).*

*Working Wired: Empowering Workforce Development in an Information Society. 14<sup>th</sup> Annual Summer Institute. (2001).*

*Discovering the Digital Frontier: Opportunities for CBOs and Low Income Communities. 13<sup>th</sup> Annual Summer Institute (2000).*

*Creating Sustainable Communities: The Role of Community-Based Organizations. 12<sup>th</sup> Annual Summer Institute (1999).*

#### Urban Summit Conference Proceedings

<http://www.cedp.msu.edu/urbansum.html>

*House Bipartisan Urban Caucus and Urban Core Mayors, Urban Vision Summit II, Building Coalitions for Michigan Cities. (2000).*

*House Bipartisan Urban Caucus and Urban Core Mayors, Urban Vision Summit I. (1998).*

**APPENDIX E**  
**Public Housing Training Schedule, 2002-2003**

**Public Housing Resident Leadership Training Program 2002—2003**

<b>Date of Sessions</b>	<b>Title of Sessions</b>	<b>Session Location</b>	<b>Presenter</b>
October 11, 2002	Understanding HUD Policies & Procedures (face-to-face)	Michigan Historical Library, Lansing	Ms. Othello Poulard Center for Community Change
October 25, 2002	Distance Learning Follow-Up Session	Your Local Distance Learning Location	Ms. Lindsey Reames, HUD
November 8, 2002	Increasing Resident Participation (face-to-face)	Michigan Historical Library, Lansing	Mr. Dushaw Hockett, ENPHRONT
November 22, 2002	Distance Learning Follow-Up Session	Your Local Distance Learning Location	Ms. Joann Adams, HUD Detroit Office
December 2, 2002	Leadership Fundamentals (face-to-face)	Michigan Historical Library, Lansing	Reverend Mark Taylor, Church of the Open Door, New York
December 20, 2002	Distance Learning Follow-Up Session	Your Local Distance Learning Location	Ms. Dianne Johnson
January 10, 2003	Planning (face-to-face)	River Rouge Community Center	Ms. Dianne Johnson
January 24, 2003	Distance Learning Follow-Up Session	Your Local Distance Learning Location	Karl Orphiem Ruth Williams
February 14, 2003	Economic Development (face-to-face)	Michigan Historical Library, Lansing	Derrick Collins Deborah Watson, Kansas
February 28, 2003	Distance learning Follow-Up Session	Your Local Distance Learning Location	Robert James Susan Cocciarelli
March 14, 2003	Planning for Your Children, Youth, & Seniors (face-to-face)	Detroit	Maureen Taylor
March 28, 2003	Distance Learning Follow-Up Session	Your Local Distance Learning Location	TBA
April 11, 2003	Health and Well-Being (face-to-face)	Muskegon Heights 65 E. Columbia Ave 231-739-1272	Sophia Tylor
April 25, 2003	Distance Learning Follow-Up Session	Your Local Distance Learning Location	TBA
May 9, 2003	Legislative Day (face-to-face)	The Capital, Lansing	State Representatives
May 23, 2003	Distance Learning Follow-Up Session	Your Local Distance Learning Location	TBA

- Dates and Locations of the January—May Sessions will be announced.
- Although the first three face-to-face sessions will be held in Lansing, future sessions may be held in the communities of participating cities. If you are interested in hosting a face-to-face session in your community, please contact MSU Center for Urban Affairs at 517-353-9555.

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## Public Housing Resident Commissioner and Resident Leadership Capacity Building Training Program Distance Learning Sites

- 1. Serving Residents from: Bay City**  
Bay Area ISD  
Contact Person: Bob Wenzlick  
Phone: 989-667-3280
- 2. Serving Residents from: Ypsilanti & Ann Arbor**  
Washtenaw Community College  
Business Education Building  
Room 110  
Contact Person: Dan Welch  
Phone: 734-677-5222
- 3. Serving Residents from: Muskegon & Muskegon Heights**  
Muskegon Community College  
Center for Higher Education  
Room 1110  
221 S. Quarterline Road  
Muskegon, MI 49442  
Contact Person: Don Bogema  
Phone: 231-777-0248
- 4. Serving Residents from: Lansing & Albion**  
Michigan State University  
Erickson Kiva Building  
Farm Lane  
Room 133 D  
Contact Person: Doug Schrems  
Phone: 517-355-2300
- 5. Serving Residents from: Detroit, Inkster, River Rouge, Ecorse, & Highland Park**  
Wayne County Community College  
Contact Person: George Hicks  
Northwest Campus  
8551 Greenfield Road at Joy Road  
Room B-200  
Phone: 313-496-2763
- 6. Serving Residents from: Benton Harbor**  
Lake Michigan College  
Contact Person: Todd Blake  
Phone: 616-927-3571, ext. 5248

**\*PLEASE NOTE:** The contact people listed are available for questions regarding the **technical** aspects of the distance learning sessions. For questions regarding the content of the distance learning session, your role in the distance learning session, or the times and locations of the session, please call Celeste Starks or Cathy Stauffer at the MSU Center for Urban Affairs at 517-353-9555.

**\*\* NOTE:** All distance learning sessions are from 3:00-4:30pm.

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**APPENDIX F**  
**Public Housing Advisory Committee Members for ROSS I & ROSS II**

**ROSS I Communities**

Albion, Ann Arbor, Bay City, Ecorse, Highland Park, Lansing, Muskegon, Muskegon Heights,  
River Rouge, Ypsilanti

**ROSS II Communities**

Benton Harbor, Detroit, Inkster, Pontiac

**MSU Center for Urban Affairs Staff**

Celeste Starks  
Jose Gomez  
Cathy Stauffer  
Alisha Earle  
Bernard Gwekwerere  
Johanna Matthews  
Gretchen Archer  
Kristen Huber

**Advisory Committee Members**

Phyllis Ball  
Scott Banninga  
Cheryl Bernard  
Jimmie Caldwell  
Patty Campbell  
Gwen Coney  
Diane Covell  
Joe Darden  
Tom Dennie  
Pearline Diggs  
Ura Green  
Maxie Jackson  
Robert James  
Tabitha Kelly  
Maureen Kramer  
Rickey Hill  
Dewey Lawrence  
Lettie McKinney  
Karl Opheim  
Pat Patrick  
Linda Patrick  
Nancy Pittman  
Maureen Taylor  
Sophie Tyler  
Eunice Tysone  
Bobbi Wallace  
Danethal Whitfield  
Ruth Williams

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## **Roles & Responsibilities of Advisory Committee Resident Leader Capacity Building Initiative MSU Center for Urban Affairs (MSU/CUA)**

### **Purpose**

To advise in the planning, implementation, and evaluation of the MSU/CUA training program for Public Housing Resident Commissioners and Resident Leaders

### **General Arrangements**

Approximately 10-15 people concerned with the quality of public housing communities across Michigan will serve on the Advisory Committee. The Committee will be comprised of public housing resident leaders, members of the MSU faculty who are knowledgeable about current housing issues in Michigan, and housing professionals in the Michigan community who have the capabilities to offer technical support to the training agenda. The Committee is structured so that women and minorities are effectively represented. In order to focus on specific program areas, sub-committees may be developed in such areas as training, networking, recruitment, and newsletter formation. Appointments are for one year of service, with possible reappointment to provide continuity. The Community Economic Development Program (CEDP) Staff will provide facilitation and support. The Committee will meet every three months during the training cycle and will meet more often at the beginning and the end of each training cycle in order to offer suggestions and feedback. The Committee will help to accomplish the following tasks:

### **PLANNING**

1. Advise on the development of the proposed workplan for the program
2. Advise on the appropriateness of the proposed training topics
3. Guide the design and implementation strategies to carry out the workplan
4. Help to identify emerging issues in public housing policies
5. Advise on the content of individual training sessions

### **IMPLEMENTATION**

1. Assist, where feasible, with the development, implementation, and promotion of program events
2. Provide guidance and insights on the impact of current or proposed policies and programs effective public housing commissions
3. Assist with the identification of themes and authors for the Public Housing Newsletter
4. Provide guidance and assistance in the networking initiatives of training participants
5. Provide information, where available, about local, state, and national resources that could be utilized in the implementation of the training sessions

### **EVALUATION**

1. Provide regular feedback on the effectiveness and appropriateness of CEDP training sessions
2. Participate in the award ceremony for graduates of each cycle of the training program

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## **ROSS II: Public Housing Training Subcommittee & Participation List**

### **Training Sub-Committee**

*This sub-committee will provide assistance and advice in preparing and evaluating presenters, contents of materials and handouts that will be used in the hands-on training sessions. The committee will also assist in the recruitment and retention of Public Housing Resident Leaders in the training session.*

- Ruth Williams, Detroit Housing Commission
- Mary Ellen Lewis, MSU/CUA Lansing Office CEDP
- Lillian Randolph, MSU/CUA Detroit Office CEDP
- Gwen Coney, Resident Commissioner, Lansing Public Housing Commission
- Jimmy Caldwell, Resident Commissioner, Benton Harbor Public Housing Commission
- Cheryl Bernard, Michigan Health Department
- Samuel Christian, Inkster Housing Commission
- Sophia Tyler, Michigan Health Department

### **Newsletter & Communication Sub-Committee**

*This sub-committee will provide assistance in the design, editing, and publishing policies of a newsletter that will be distributed to public housing residents throughout the State. The committee will help to identify current topics, potential authors, and issues of concern for public housing residents that should be addressed in the newsletter and will help to publicize the call for articles from Public Housing Resident Leaders.*

- Ricky Hill, Benton Harbor Housing Commission
- Bobbi Wallace, Inkster Housing Commission
- Tricia McLellan, Inkster Housing Commission

### **Distance Learning Sub-Committee**

*This sub-committee will assist in organizing and publicizing the distance learning training sessions. The committee will work with Resident Leaders to ensure that the appropriate community leaders and residents are invited to participate in the sessions. The committee will also provide feedback to the advisory committee as to ways in which the distance learning sessions can be improved.*

- Betty Scott, Detroit Housing Commission
- Betty Williams, Detroit Housing Commission
- Gwen Coney, Lansing Housing Commission

### **Policy & Advocacy Sub-Committee**

*This sub-committee will be responsible for informing the Advisory Committee about current policies and issues that may affect public housing residents and about approaches to follow to protect the interests of public housing residents.*

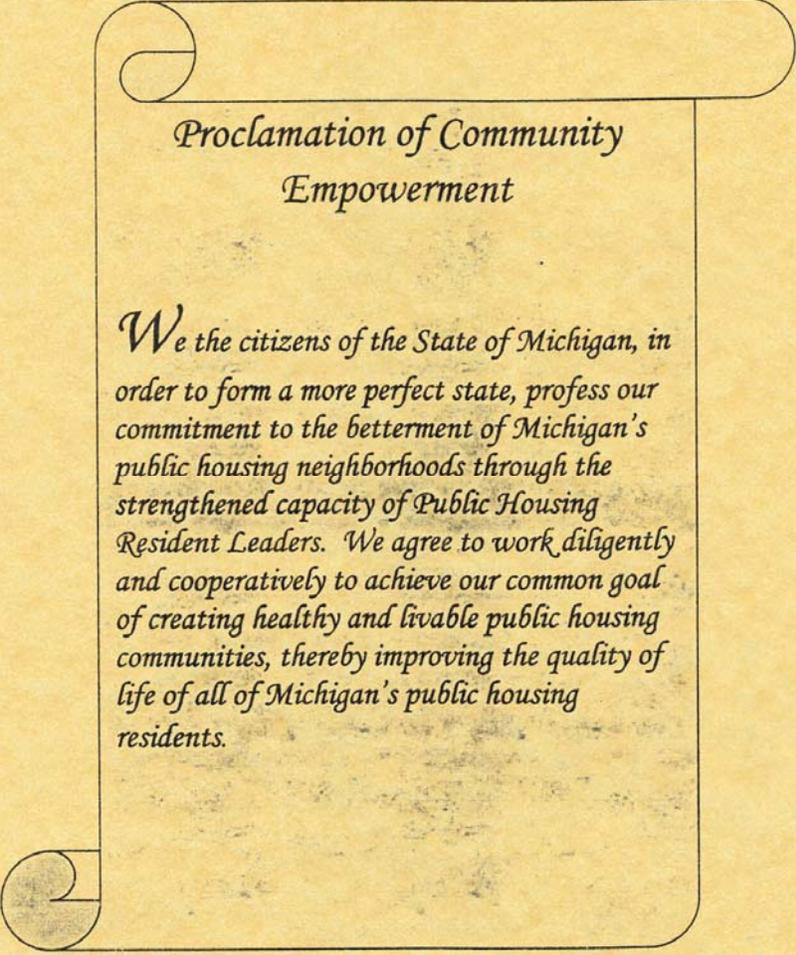
- Larry Davis, MSU/CUA Pontiac Office CEDP
- Marian Kramer, Neighborhood Initiatives, Detroit
- Maureen Taylor, Neighborhood Initiatives, Detroit
- Diane Covell, Jackson Housing Commission
- Marvin Cato, Community Health, Detroit
- Derna Poole, Jackson Housing Commission
- Ruth Williams, Detroit Housing Commission
- Daneatheal Whitfield, Benton Harbor Housing Commission

### **Evaluation Sub-Committee**

- Linda Patrick, Chairperson, MSU/CUA Flint Office CEDP
- Melissa Huber-Quon, MSU/CUA Lansing Office CEDP
- Jose Gomez, Michigan State University
- Cathy Stauffer, MSU/CUA Lansing Office CEDP

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**APPENDIX G**  
**Proclamation of Community Empowerment**



*Proclamation of Community  
Empowerment*

*We the citizens of the State of Michigan, in order to form a more perfect state, profess our commitment to the betterment of Michigan's public housing neighborhoods through the strengthened capacity of Public Housing Resident Leaders. We agree to work diligently and cooperatively to achieve our common goal of creating healthy and livable public housing communities, thereby improving the quality of life of all of Michigan's public housing residents.*

**APPENDIX H**  
**Senator Debbie Stabenow and Senator Carl Levin Letters of Commendation**

DEBBIE STABENOW  
8TH DISTRICT, MICHIGAN

1039 LONGWORTH HOUSE OFFICE BUILDING  
WASHINGTON, DC 20515-2208  
TELEPHONE: (202) 225-4872  
FAX: (202) 225-5820

Congress of the United States  
House of Representatives  
Washington, DC 20515-2208

COMMITTEE ON AGRICULTURE  
SUBCOMMITTEE ON RISK MANAGEMENT,  
RESEARCH, AND SPECIALTY CROPS  
SUBCOMMITTEE ON LIVESTOCK AND  
HORTICULTURE

COMMITTEE ON SCIENCE  
SUBCOMMITTEE ON TECHNOLOGY

October 19, 2000

Rex LaMore  
Program Director, CEDP  
Michigan State University Center for Urban Affairs  
1801 W. Main Street  
Lansing, MI 48915

Congratulations . . .

. . . for being awarded a Resident Opportunities for Self-Sufficiency (ROSS) grant by the United States Department of Housing and Urban Development.

I am so pleased that your grant application was successful. The training program you are implementing for Public Housing Resident Commissioners and Resident Leaders is an excellent way to improve the quality of life for all public housing residents. By learning to work more effectively in their communities and better representing the needs and concerns of the residents, the trained leaders will play an essential role in creating healthy neighborhoods.

Your work in the urban areas of the state has been critical in revitalizing our cities. This grant will further enhance the already significant impact your programs have had. By empowering residents to effectively participate in governing public housing, you are insuring the future health of these very important housing developments.

Thank you for the work you are doing in the thirteen public housing communities across Michigan. I have enjoyed working with you on securing this grant and look forward to future collaboration.

Sincerely,



Debbie Stabenow  
Member of Congress

DISTRICT OFFICES:

3401 EAST SAGINAW #214  
LANSING, MI 48912  
PHONE: (517) 336-7777  
FAX: (517) 336-7236

2900 EAST GRAND RIVER  
HOWELL, MI 48843  
PHONE: (517) 545-2195  
FAX: (517) 545-2430

2503 SOUTH LINDEN  
FLINT, MI 48532  
PHONE: (810) 230-8275  
FAX: (810) 230-8521

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CARL LEVIN  
MICHIGAN

RUSSELL SENATE OFFICE BUILDING  
WASHINGTON, DC 20510  
(202) 224-6221

COMMITTEES  
ARMED SERVICES  
GOVERNMENTAL AFFAIRS  
SMALL BUSINESS

**United States Senate**  
WASHINGTON, DC 20510

October 19, 2000

Rex. LaMore, PhD.  
Program Director  
Center for Economic Development  
Programs  
Michigan State University  
Center for Urban Affairs  
1801 W. Main Street  
Lansing, MI 48915

Dear Dr. LaMore:

I am extremely pleased to offer my congratulations to Michigan State University as a recipient of a Resident Opportunities for Self-Sufficiency (ROSS) grant from the U.S. Department of Housing and Urban Development.

This is a good day for public housing. Public housing communities can almost universally benefit from the kind of capacity building that will result from the efforts that the Center for Urban affairs will be undertaking with this ROSS award. The kinds of problems and conflicts that exist in housing communities are exacerbated by the lack of education and resources to address them. Through your efforts, this project will have a large and lasting impact in housing communities all across the state.

It has been a pleasure to work with you and your staff in securing this grant. I look forward to working with you in the future. Again, congratulations and best wishes!

Sincerely,



Carl Levin

CL/jjt

**STATE OFFICES**

ALPENA FEDERAL BLDG., RM. 102 145 WATER STREET ALPENA, MI 49707 (517) 364-5520	DETROIT 477 MICHIGAN AVE. ROOM 1860 DETROIT, MI 48226 (313) 226-6020	ESCANABA 623 LUDINGTON SUITE 303 ESCANABA, MI 49829 (906) 789-0052	GRAND RAPIDS FEDERAL BUILDING 110 MICHIGAN AVE., N.W. GRAND RAPIDS, MI 49503 (616) 456-2531	LANSING 1810 MICHIGAN NATIONAL TOWER 124 WEST ALLEGAN LANSING, MI 48933 (517) 377-1508	SAGINAW COMMERCE CENTER 301 E. GENESEE SAGINAW, MI 48607 (517) 754-2494	SOUTHGATE 15100 NORTHLINE RD. ROOM 127 SOUTHGATE, MI 48195 (313) 285-8596	TRAVERSE CITY 207 GRANDVIEW PARKWAY SUITE 104, P.O. BOX 4449 TRAVERSE CITY, MI 49684 (616) 947-9569	WARREN 30500 VAN DYKE SUITE 205 WARREN, MI 48093 (810) 573-9145
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## APPENDIX I

### Peer Reviewed Publications, Presentations, Guided Handbooks

#### Peer Reviewed Articles, Book Chapters, Books

- Anjaneyulu, L., Syal, M., and Supanich-Goldner, F. (2004). The Built Environment Factor Based on Building Rehabilitation: A critical aspect of urban revitalization. *Housing and Society*, 31:1.
- LaMore, R. L., & Supanich-Goldner, F. (2000). John Logie and Intergovernmental Relations in Grand Rapids, Michigan, in J. R. Bowers and W. C. Rich, eds., *Governing Middle Sized Cities: Studies in Mayoral Leadership*. Boulder, CO: Lynne Rienner.
- Syal, M., Supanich-Goldner, F., & Anjaneyulu, L. (2002). Innovative Ways to Provide Affordable Housing in Urban Michigan, in *Urban Policy Choices for Michigan Leaders*, D. W. Thornton and C. S. Weissert, eds. East Lansing: MSU Press.
- Syal, M., Shay, C., & Supanich-Goldner, F. (2001). Streamlining Building Rehabilitation Codes to Encourage Revitalization. *Housing Facts and Findings*, 3:1. Washington, DC: Fannie Mae Foundation.
- Thomas, J., Darnton, J., and Supanich-Goldner, F. (2005). *TIDE: Key empirical literature – talent, innovation, diversity and environment*. Report prepared for State of Michigan Cool Cities Team. Michigan State University Urban Collaborators: East Lansing.

#### Presentations

- Sustainable Development: Theory and Practices*. Korean Land Corporation, East Lansing, MI. November 28, 2005.
- Snapshots of Michigan's Knowledge Economy*. Partnership for Redevelopment in Michigan. November 14, 2005.
- Institutional Investment Policies: Enhancing Social Capital and Improving the Built Environment of Distressed Communities*. National Association of University and College Business Officers. University of Maryland, College Park, MD, November 3-4, 2005.
- Building a Knowledge Based Economy*. Michigan Economic Developers Association, Sault St. Marie, MI, August 21, 2005.
- Michigan Knowledge Economy*. DTE Energy Foundation Annual Board Meeting. Detroit, MI. July 26, 2005.
- What Might Be the Future of Our Public Housing Community*. Panel presentation. MSU Affordable Housing Forum. East Lansing, MI. June 22, 2005.
- Daring to be Different in the Business World*. Panel presentation. Thumb Area Michigan Works! Education and Community Day XIV. April 22, 2005.
- Snapshot of Port Huron's Knowledge Economy*. Port Huron, MI. April 21, 2005.
- Snapshots of the Tri-County Knowledge Economy*. Regional Economic Development Team, Lansing, MI. April 18, 2005.

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*Building Blocks for the Knowledge Economy.* Quello Center for Telecommunication Management and Law. Advanced Information Infrastructure. East Lansing, MI, April 18, 2005.

*Renewing People and Places: Institutional Investment Policies that Enhance Social Capital and Improve the Built Environment of Distressed Communities.* Urban Affairs Association, April 2005.

*Applying the Knowledge Economy Index to the Eastern Upper Peninsula Counties.* Economic Development Summit. Eastern Upper Peninsula. Sault Ste. Marie, February 3, 2005.

*Snapshots of Eastern Upper Peninsula's Knowledge Economy.* February 2, 2005.

*Snapshots of the Tri-County Knowledge Economy.* Regional Economic Development Team meeting, Lansing, MI. December 2, 2004.

*Creating and Growing Diverse Economy: City/University Partnerships for the 21<sup>st</sup> Century.* University Economic Developers Association Annual Conference. Orlando, FL, November 7-9, 2004

*College and University Endowments and Pension Funds: Aiding Distressed Urban Areas While Enhancing the Environment and Building Social Capital.* Paper presentation at the North American Conference on Sustainability and Higher Education. Portland, OR, October 2004.

*Institutional Investment Policies: Renewing People and Places.* Paper Abstract for the Urban Affairs Association 35<sup>th</sup> Annual Conference in Salt Lake City, Utah, October 2004.

*Regional Scorecard in a Knowledge Economy.* Michigan Association of Regions/Michigan Transportation Planning Association 2004 Annual Planning Conference, Mackinac Island, MI, September 22-24, 2004.

*Public Housing Commissioners and Resident Council Leaders.* Leadership Training Program, MSU Center for Urban Affairs, 2004.

*Partners Building Communities.* Michigan Conference on Affordable Housing. Lansing, MI. May 17-19, 2004.

*Post 9/11 Implications for Planning, Design, and Construction Seminar,* East Lansing, MI, May 5, 2004.

*New Directions and Opportunities in Rural Economic Development* Live Telecast, MSU Community & Economic Development Program, Lansing, MI, May 4, 2004.

*History of Current Outreach Partnership Act.* Keynote Presentation—HUD Office of the University Partnership 10<sup>th</sup> Anniversary Conference. New Orleans, LA. April 2, 2004.

*Understanding the Knowledge Economy. Planning for the Future of the East Central Michigan Region's Knowledge Economy Workshop,* Saginaw, MI. March 19, 2004.

*Michigan Perceptions of What Makes a Cool City.* Michigan Tourism Outlook Conference, East Lansing, MI. March 10, 2004.

*NSF PATH Housing Research Agenda Workshop.* University of Central Florida, Orlando, FL, February 12-14, 2004

*Economic Development Today Telecast: Regionalism—Maximizing Effective Partnerships for Economic Development in an Era of Scarce Resources.* February 4, 2004.

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*Presentation to Michigan State Housing Development Authority.* Rick L. Laber, Acting Director, February 20, 2004.

*Mapping the Future of Public Housing Leadership Capacity.* MSU Center for Urban Affairs, February 2004.

*University Engagement for Urban Revitalization in Michigan: Updates and Opportunities.* Michigan Department of Labor and Economic Growth. 2004.

*Universities and Colleges Partners in Community Revitalization.* National Congress for Community Economic Development, Detroit, MI. October 13, 2003.

*Urban Panel.* Michigan Land Use Finders Panel. Bath Wildlife Center. October 3, 2003.

*Community Economic Development.* Mid-Michigan Environmental Action Council. September 4, 2003.

*Overview of Community Income and Expenditure Model.* Grand Rapids Business Alliance. June 10, 2003.

*Organization Capacity of Housing Production: a study of nonprofit organizations in Michigan.* Michigan Conference on Affordable Housing. June 2, 2003.

*Tracking Local Expenditures as an Economic Development Strategy.* Governor's Land Use Leadership Council, May 12, 2003.

*Tracking Local Expenditures as an Economic Development Strategy.* State of Michigan, Economic Development Corporation, January 10, 2003

*Creating a Sustainable Community Economy in a Democratic Society.* Adrian College—Eastside Community Coalition. Hillman, MI, December 5, 2002.

*Leadership Training Program for Public Housing Commissioners and Resident Leaders.* October 25, 2002.

*Creating the Environment for Change: Building Healthy Communities.* Michigan Society of Planning Annual meeting, Kalamazoo, MI, October 3, 2002.

*Principles and Practices of Community Development.* MSU Urban Collaborators. Flint, MI, July 2, 2002.

*Michigan's Knowledge Economy.* Annual Joint Conference, Michigan Association of Regions and 3-C Transportation Directors Association, Grand Haven, MI, July 24, 2002.

*Creating Successful Public Housing Neighborhoods.* MSU Public Housing Institute Interactive Teleconference. May 24, 2002. live broadcast to four statewide locations.

*Michigan Affordable Housing: Addressing the Crisis.* MSU Contemporary Issues Forum. April 4, 2002.

*Empowering Public Housing Leadership in Michigan.* Urban Affairs Association Annual Meeting, March 22, 2002.

*MSU Michigan Partnership for Economic Development Assistance.* Lansing Regional Economic Development Team. Lansing, MI. February 7, 2002.

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*MSU IPPSR Urban Policy Forum.* State of Michigan Library. January 2002.

*Affordable Housing Production in Michigan.* International Symposium MSU, Visiting International Profession Program, Korean National Housing Corporation & Korean Development Institute School of International Policy & Management, East Lansing, MI January 10, 2002.

*Economic Development.* Presentation to Korean Major Delegates, MSU Union, CASID, July 16, 2001.

*Capacity and Production Among Nonprofit Housing Development Organizations in Michigan.* Paper presentation at the Urban Affairs Association Annual Meeting, April 26, 2001

*University Urban Outreach: The Theory and Practice of a Multi-City Partnership in Michigan.* Urban Affairs Association Annual Meeting, Detroit, MI, April 26, 2001.

*Creating Viable Human Settlements: Public Private Partnerships and Local Economic Development.* Korean Local Government Leadership Training Program, MSU Center for the Advanced Study of International Development. May 21, 2001.

*Housing Commissioner Training.* Office of Public Housing Michigan State Office. August 25, 2000.

*Kent County Homeless Study,* Fall 2000.

Supanich-Goldner, F. (March 24, 2000). Education and Training for Affordable Housing Development. Discussant at the Annual Working Group Meeting of the Fannie Mae Foundation University-Community Partnership Initiative, Washington, DC.

Supanich-Goldner, F. (April 8, 2005). The Urban Core Mayors of Michigan: Organizational and political ingredients of group performance. Midwest Political Science Association, Chicago, IL.

LaMore, R. L. and Supanich-Goldner, F. (October 22, 2004). The Planning Process in the Knowledge Economy: New tools and familiar techniques. Association of Collegiate Schools of Planning, Portland, OR.

LaMore, R. L., Supanich-Goldner, F., and Wilkes, K. (September 23, 2004). Regional Scorecard in a Knowledge Economy. Michigan Association of Regions Annual Planning Conference, Mackinaw Island, MI.

Supanich-Goldner, F., and Wilkes, K. (June 30, 2004). Community Economic Strategies for Creative Regions. Presentation at the Annual Institute of the Michigan Partnership for Economic Development Assistance, East Lansing, MI.

Cocciarelli, S., LaMore, R. L., and Supanich-Goldner, F. (June 2, 2003). Organizational Capacity and Housing Production: A Study of Nonprofit Organizations in Michigan. Presentation at the Michigan Conference on Affordable Housing, Lansing, MI.

LaMore, R. L., and Supanich-Goldner, F. (March 22, 2002). Michigan's Urban Core Mayors: Ten Years After. Presentation at the Annual Meeting of the Urban Affairs Association, Boston, MA.

Melcher, J., and Supanich-Goldner, F. (March 22, 2002). Asset Based Community Development. Presentation at the Annual Meeting of the Urban Affairs Association, Boston, MA.

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- Melcher, J., and Supanich-Goldner, F. (July 24, 2001). Information Technology in Community Building: An Asset-Based Approach. Presentation at the Joint International Summit on Community and Rural Development, Duluth, MN.
- Supanich-Goldner, F. (May 11, 2001). Information Technology and the Future of Social Work. Presentation at the Annual Conference of the Michigan Chapter of the National Association of Social Workers, Mackinac Island, MI.
- Melcher, J., and Supanich-Goldner, F. (May 4, 2001). Information Technology and Community Building in Ingham County. Presentation at the Annual Meeting of the North Central Extension Urban Conference, Cleveland, OH.
- LaMore, R.L., Supanich-Goldner, F., Melcher, J., and Gomez, J. (April 26, 2001). Capacity and Production Among Nonprofit Housing Development Organizations in Michigan. Paper presented at Annual Meeting of the Urban Affairs Association, Detroit, MI.
- LaMore, R. L. and Supanich-Goldner, F. (July 26, 2000). Community Development Theory and Practice: Building University-Community Partnerships. Paper presented at the Annual Meeting of the Community Development Society, Saint John, New Brunswick, Canada.
- LaMore, R. L., Metzger, J., Syal, M., Cocciarelli, Melcher, J., and Supanich-Goldner, F. (May 16, 2000). Affordable Housing Research. Paper presented at the Michigan Conference on Affordable Housing, Lansing, MI.
- Supanich-Goldner, F., and McClintic, L. (October 27, 1999). LAPTOTTs: Learning Assisted by Parents and Teachers on Technology for Tots. Presentation at Region V Head Start Association Conference, Detroit, MI.
- LaMore, R. L., and Supanich-Goldner, F. (October 21, 1999). Exploring the Relationship Between Capacity and Production in Community-Based Affordable Housing Development in Michigan. Paper presented at the Annual Meeting of the Association of Collegiate Schools of Planning, Chicago, IL.
- LaMore, R. L., and Supanich-Goldner, F. (April 24, 1998). The Urban Core Mayors of Michigan. Paper presented at the Annual Meeting of the Urban Affairs Association, Fort Worth, TX.

### **Workshops and Training**

- Metropolitan Michigan Knowledge Economy Indicators. Presentation to the Partnership for Redevelopment in Michigan, with Rex L. LaMore, Lansing, November 14, 2005.
- Building Michigan's Knowledge Economy. Presentation to the Southeast Michigan Council of Governments' Community and Economic Development Advisory Council, with John Melcher, Detroit, November 4, 2005.
- Michigan Cool Cities Initiative. Briefing for MSU Community and Economic Development Program Staff, Lansing, October 20, 2005.
- Cool Cities. Convener and moderator of Hot Topic Lunch Panel at Michigan Land Use Summit, Lansing, May 19, 2005.
- Applying the Knowledge Economy Index to the Eastern Upper Peninsula. Workshop for Eastern Upper Peninsula Economic Development Summit, with Rex L. LaMore, Sault Ste. Marie, February 3, 2005.
- Snapshots of the Tri-County Knowledge Economy. Workshop for Regional Economic Development Team, Lansing, with Rex L. LaMore, Kyle Wilkes, and Jimish Gandhi, December 2, 2004.
- Snapshots of Saginaw in the Knowledge Economy. Workshop for planners and community leaders hosted by East Central Michigan Regional Planning Commission, Horizon Center, Saginaw Township, March 19, 2004.

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Information Technology: Empowering Distressed Communities. Contemporary Issues Forum hosted by Urban Affairs Programs, MSU Kellogg Center, with John Melcher. March 12, 2002.

Urban Core Mayors. Presentation to new Michigan State University faculty during Meet Michigan seminar, with Grand Rapids Mayor John H. Logie. October 5, 2000.

LAPTOTTs. Impact presentation, with John Melcher, at UAP faculty meeting. May 11, 2000.

Urban Core Mayors. Impact presentation at UAP faculty meeting. May 11, 2000.

Northwest Lansing Leadership Institute: Community Interviews - Preliminary Findings. Presentation to the Northwest Lansing Community Health Summit, Sexton High School, Lansing, with John Melcher, Susan Cocciarelli, Celeste Starks, and Jeff Frommeyer. May 6, 2000.

Asset Based Community Development. Workshop presented at the Michigan State University Assets/Outcomes Conference, East Lansing, with John Melcher. September 10, 1999.

Asset Based Community Development. Training for Muskegon County Health Department staff and other community partners, as part of University Outreach Training for Trainers program, Muskegon, with John Melcher. December 3, 1998.

### **Public Policy Presentations**

University Engagement for Urban Revitalization in Michigan: Updates and opportunities. Presentation to executive leadership team of Michigan Department of Labor and Economic Growth, with Rex L. LaMore and Celeste Starks, April 7, 2004.

Contributed briefing paper "Innovative Ways to Provide Affordable Housing in Urban Michigan" to *Michigan's Opportunities and Challenges: MSU Faculty Perspectives*, presented to the Granholm-Cherry Transition Team, December 2002.

Michigan's Revenue Sharing Program: Background and Analysis, with Samuel Quon. Paper presented during Policy Papers Briefings by graduate students of Urban Policy Analysis (June Thomas, Ph.D., Instructor) to Bipartisan Urban Caucus of the Michigan Legislature, Lansing, April 30, 1998.

Testified before Committee on Urban Policy and Economic Development of the Michigan House of Representatives regarding capacity building and community based organizations, March 30, 1998.

### **Guided Handbooks**

**<http://www.cedp.msu.edu/handbooks2.html>**

*The Creative Community Handbook: A Leap to Possibilities Thinking. (2004). [LeRoy Harvey, John Victory]*

*Individual Development Accounts and Credit Unions: a Design Manual. (2002). Susan Cocciarelli, Mary Corser-Carlson, Dewey Lawrence, Patricia Wood.*

*Sustainable Community Handbook. (2002). [LeRoy Harvey, Rex LaMore, Ralph Levine, John Melcher, Kurt Norgaard, Jack Rozdilsky]*

*Community Income and Expenditure Model Implementation Manual: How to Get the Information You Need to Create and Maintain Local Community Wealth. (1999). [Melissa Huber, Rex LaMore, Tim Akers, F. Sam Carter, Sharon Lerner, Joel Lichty, Cynthia Lidke, John Melcher, Rene Perez Rosenbaum]*

*Building Neighborhood Connections: an Introduction to Successful Neighboring.*

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## APPENDIX J

### Research Reports, Planning and Policy Studies, Housing Study Reports

#### Research Reports

<http://www.cedp.msu.edu/techresearchreportspg1.html>

*Metropolitan Michigan Knowledge Economy Indicators. (2005). Rex LaMore, Jimish Gandhi, John Melcher, Faron Supanich-Goldner, Kyle Wilkes.*

*The Dollars and Sense of Cultural Economic Development: A Summary Report of Michigan's Cultural Economy. (2005). Laleah Fernandez, Naren Garg & Rex LaMore*

*The Causes and Consequences of Concentrated Urban Poverty. (2005).*

*Michigan's Knowledge Economy Index: A County-Level Assessment of Michigan's Knowledge Economy. (2004). Rex LaMore, John Melcher, Faron Supanich-Goldner, Kyle Wilkes*

*Renewing People and Places: Institutional Investment Policies that Enhance Social Capital and Improve the Built Environment of Distressed Communities. (2004).*

*Investing in Michigan's Future: Community Investment Policies for Michigan's Higher Education Institutions. (2003).*

*Michigan's Window to the Global Knowledge Economy: A County and Regional Assessment Level Web Site Analysis From An Economic Development Perspective. (2003).*

*An Examination of Government-Led Broadband Infrastructure Initiatives in Michigan. (2003).*

*The Michigan Credit Union—Individual Development Accounts. (2002). Susan Cocciarelli.*

*Electronic Commerce and Digital Opportunities for Local, Urban, and Regional Development Planning. (2002) Kenneth E. Corey.*

*Michigan's Affordable Housing Crisis. (2001). John Metzger. (on the web?)*

*Implementing a Building Rehabilitation Code in Michigan. (2001). Matt Syal & Chris Shay. (on the web)?*

*Community Development Credit Unions, Micro-enterprise, and Individual Development Accounts. (2001).*

*Kent County Homeless Study. (2000).*

*Combating Poverty with Assisted Self-Help: Building Assets for Independence with America's Poor. (1999). Maryellen Lewis, Susan Cocciarelli, John Melcher.*

*The State of Michigan Cities: Summaries of Six Mayoral State of the City Addresses. (1999).*

#### Planning and Policy Studies

<http://www.cedp.msu.edu/planning.html> and <http://www.cedp.msu.edu/policy.html>

*Williamstown Township and LEED Standards: Planning for the Future. (2005).*

*Building Energy Efficient Affordable Housing: A Strategic Goal for Habitat for Humanity of Michigan. (2005).*

*Regional Economic Development in Mid-Michigan's Tri-County Region (2005).*

*A Revitalization Study for Three Southwest Lansing Intersections. (2005).*

*East Lansing SmartZone: An Analysis of the High-Tech Economic Development Potential. (2005).*

*Doissin Great Lakes Museum Strategic Plan. (2005).*

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*Hagadorn Corridor Study—East Lansing, MI. (2005).*  
*Neighborhood Early Warning System (NEWS). (2004).*  
*Hip, Cool Cities in Michigan: The Creative Class and its Economic Power. (2003).*  
*SmartZones and Technology Based Economic Development: Technology-Led Economic Development in Michigan and Other Mid-Western States. (2003).*  
*The Potential of Brownfield Redevelopment to Green the Concrete Jungle. (2003).*  
*A Comparative Analysis of State Government Support of Regional Planning Between Michigan and Other States Nationwide. (2003). Pradodh Ballal & Bradley M. Sharlow*  
*Prospects for an Affordable Housing Trust Fund in Michigan. (2001). Christine Hall, Justin Linker, Chris Shay. (on the web)?*

### **Affordable and Public Housing Study Reports**

*Preliminary Assessment of Project Management Practices of Public Housing Authorities. (2005).*  
*Fannie Mae Foundation Executive Summary (2001).*  
*Organizational Capacity and Housing Production: A Study of Nonprofit Organizations in Michigan. (2001).*  
*Prospects for an Affordable Housing Trust Fund in Michigan. (2001).*  
*Implementing a Building Rehabilitation Code in Michigan. (2001).*  
*Michigan's Affordable Housing Crisis (2001).*

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**APPENDIX K**  
**Newsletters, 1999-2006**

**Community News and Views Newsletter**

**[http://www.cedp.msu.edu/cnv2005\\_2006.html](http://www.cedp.msu.edu/cnv2005_2006.html)**

*Responsible Community Investing (2006)*  
*Energy and Community Well-Being (2006)*  
*The Triple Bottom Line (2005)*  
*Ideas and Dollars: Cultural Economic Development (2005)*  
*Community-Based Food Systems (2004)*  
*Technology-led Economic Development (2004)*  
*Creative Communities and Economic Innovation (2004)*  
*Michigan Land Use (2004)*  
*Economic Development in the Knowledge Economy (2003)*  
*Women, Community, and Development (2003)*  
*The Knowledge Economy (2003)*  
*Communities in Turbulent Times (2002)*  
*Regionalism (2002)*  
*Capacity Building (2001)*  
*Working Wired (2001)*  
*Housing (2001)*  
*University and Community (2000)*  
*Information Technology (2000)*  
*Youth Development (1999)*  
*Sustainable Communities (1999)*  
*Urban Land Use (1999)*

**People's House Newsletter**

**<http://www.cedp.msu.edu/peopleshouse.html>**

*People's House, Vol. 4, No.1 (2006)*  
*People's House, Vol. 3, No. 2 (Spring 2005)*  
*People's House, Vol. 3, No. 1 (Winter 2004)*  
*People's House, Vol. 1, No. 1, (Fall 2001)*

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**APPENDIX L**  
**Faculty Board of Advisors, 2005—2006**

<b><u>Name</u></b>	<b><u>Department/Unit</u></b>
<b>Gary Anderson</b>	Social Work
<b>Ellen Bassett</b>	Urban and Regional Planning
<b>David Cooper</b>	Writing, Rhetoric, and American Culture
<b>Ken Corey</b>	Geography
<b>Joe Darden</b>	Geography
<b>Frank Fear</b>	Acting Senior Dean, College of Agriculture & Natural Resources
<b>Jeff Grabill</b>	Writing in the Digital Environment
<b>Robert Griffore</b>	Family Child Ecology
<b>Ric Hula</b>	Political Science
<b>Terry Link</b>	Office of Campus Sustainability
<b>Rene Rosenbaum</b>	Community, Agriculture, Recreation, and Resource Studies
<b>John Schweitzer</b>	Urban and Regional Planning
<b>Matt Syal</b>	Construction Management
<b>Dozier Thornton</b>	Psychology
<b>Mark Wilson</b>	Urban and Regional Planning

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**APPENDIX M**  
**Urban Core Mayor Participants, Past & Present**

<b>Ann Arbor</b>	John Hieftje, Ingrid Sheldon
<b>Battle Creek</b>	John Godfrey, Brian Kirkham, Mark A. Behnke, Ted Dearing
<b>Bay City</b>	Robert Katt, Kathleen Newsham, Ted Buda
<b>Dearborn</b>	Michael Guido
<b>Detroit</b>	Kwame Kilpatrick, Dennis Archer
<b>Flint</b>	Don Williamson, James Rutherford, Woodrow Stanley
<b>Grand Rapids</b>	George Heartwell, John H. Logie
<b>Jackson</b>	Martin J. Griffin
<b>Kalamazoo</b>	Hannah McKinney, Robert B. Jones, Barbara Larson
<b>Lansing</b>	Virg Bernero, Tony Benavides, David C. Hollister
<b>Muskegon</b>	Steve Warmington, Fred Nielsen, Blanche Smith
<b>Pontiac</b>	Clarence Phillips, Willie Payne, Walter Moore
<b>Saginaw</b>	Carol Cottrell, Wilmer Jones Ham, Gary L. Loster

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## APPENDIX N

### CEDP 2006 Program Evaluation Survey Materials

In

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From: "Rex LaMore, CEDP" <cedp@MSU.EDU>  
Subject: Your Input Needed  
To: CNV@LIST.MSU.EDU

Dear Partner in Community Development,

I am writing to request your feedback and suggestions as the Michigan State University Community and Economic Development Program (MSU CEDP) reflects on its past and looks to the future.

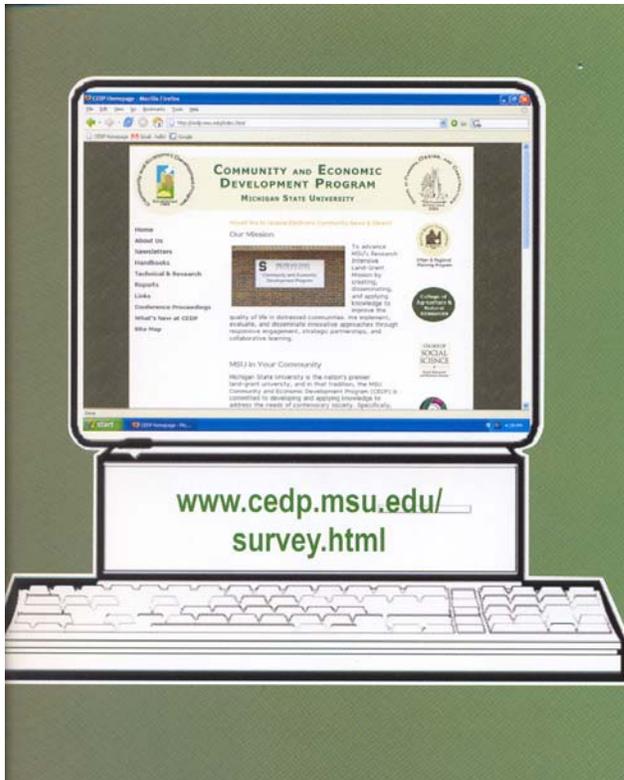
As part of a program review being conducted of the Community and Economic Development Program, we are undertaking a self-study of the mission, activities, impacts and future directions of the MSU CEDP.

**Because you are a key stakeholder in community and economic development, your input is of particular importance.** To help us with this self-assessment, please complete a brief [online](#) survey by clicking on <http://www.surveymonkey.com/s.asp?u=700671895236>. It will take about 5-10 minutes, and will provide information we need to effectively evaluate our community development efforts.

Sincerely,  
Rex L. LaMore  
State Director, MSU CEDP

To access the online survey: <http://www.surveymonkey.com/s.asp?u=700671895236>

To view the CEDP home page: <http://cedp.msu.edu/>



## We Need to Hear From You!

The Michigan State University Community and Economic Development Program wants your feedback about its past, present, and future activities.

Please visit

[www.cedp.msu.edu/survey.html](http://www.cedp.msu.edu/survey.html)

to complete a brief survey before April 10, 2006.

If you have any questions, call (517) 353-9555.

Thank You!

March 7, 2006

Dear Partner in Community Development,

As state director of the **Michigan State University Community and Economic Development Program**, I am writing to ask for your feedback and suggestions as the CEDP reflects on its past and looks to the future.

As part of a program review of the **Community and Economic Development Program**, we are conducting a self-study of the mission, activities, impacts and future directions of the MSU CEDP.

As a stakeholder in community and economic development, **your input is of particular importance**. To help us with this self-assessment, please take a few moments before April 10 to complete a brief online survey.

To access the survey online, go to

**[www.cedp.msu.edu/survey.html](http://www.cedp.msu.edu/survey.html)**

If you do not have access to the Internet or would prefer to complete a pen-and-paper version of the survey please call (517) 353-9555 and we will be happy to mail or fax you a survey.

Thank you! Your support and guidance truly make a difference.

Yours for strong communities,

Rex L. LaMore

**MICHIGAN STATE UNIVERSITY**

Community and Economic Development Program  
101 UPLA Building  
East Lansing, MI 48825



[Exit this survey >>](#)

## MSU Community and Economic Development Program

### 1. Introduction

Dear Partner in Community Development,

As state director of the Michigan State University Community and Economic Development Program, I am asking for your feedback and suggestions as the CEDP reflects on its past and looks to the future.

In conjunction with a program review of the Community and Economic Development Program, we are conducting a self-study of the mission, activities, impacts and future directions of the MSU CEDP.

**As a stakeholder in community and economic development, your input is of particular importance.** To help us with this self-assessment, please complete this brief online survey.

Completing the survey will take approximately 5-10 minutes. Click "Next" to get started. If you'd like to leave the survey at any time, just click "Exit this survey". Your answers will be saved.

[\*\*Next >>\*\*](#)



[Exit this survey >>](#)

## MSU Community and Economic Development Program

### 2. Background

Tell us about your involvement in community and economic development.

**\* 1. What roles do you play in community and economic development?  
(Check all that apply.)**

- Interested citizen
- Active in neighborhood group(s)
- Active in citywide group(s)
- Volunteer in community/economic development
- Student of community/economic development
- Employed in community/economic development practice
- Employed in community/economic development research
- Leader of community based initiative(s)
- Business owner/entrepreneur
- Elected or appointed public official
- Other (please specify) \_\_\_\_\_

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[Exit this survey >>](#)

## MSU Community and Economic Development Program

### 3. Involvement with MSU CEDP

Tell us about your experience with the MSU Community and Economic Development Program.

**\* 2. In which activities of the MSU CEDP have you participated? (Check all that apply.)**

- Visited MSU CEDP webpage ([www.cedp.msu.edu](http://www.cedp.msu.edu))
- Received *Community News and Views* newsletter
- Attended institutes, seminars, or conferences
- Accessed online resources from CEDP website (e.g., handbooks, research reports, policy briefs, etc.)
- Received assistance with local community and economic development activities
- Participated in public housing resident leadership training
- Participated in planning or programs related to the knowledge economy
- Other (please specify) \_\_\_\_\_

**\* 3. Overall, HOW SATISFIED are you with the CEDP activity or activities in which you have participated?**

- |                          |                          |                          |                          |
|--------------------------|--------------------------|--------------------------|--------------------------|
| Very Satisfied           | Somewhat Satisfied       | Somewhat Dissatisfied    | Very Dissatisfied        |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

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[Exit this survey >>](#)

## MSU Community and Economic Development Program

### 4. Actions, Outcomes and Impacts

\* 4. As a result of your engagement with the CEDP, have you **PLANNED OR TAKEN** any **ACTION** (e.g., implemented new strategies, developed new programs, etc.)?

Yes  No

5. What **SPECIFIC ACTIONS OR OUTCOMES** have resulted for **YOU OR YOUR ORGANIZATION** as a result of your relationship with CEDP? (Check all that apply.)

- Improved the range and/or quality of the activities I/we provide
- Became more aware of potential clients/constituents and their needs
- Engaged new partners in community and economic development
- Shared information received from CEDP involvement with others in my network
- Improved my own skills
- Increased access to and utilization of MSU resources
- Became able to impact policy development/contact elected officials
- Became more knowledgeable about where to go for more help or resources
- Gained confidence in using knowledge and skills that I have learned
- Increased attraction and/or improved utilization of financial resources
- Developed or implemented new programs and strategies
- Planned new directions for community and economic development activities
- Other (please specify)

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[Exit this survey >>](#)

## MSU Community and Economic Development Program

### 5. Actions, Outcomes and Impacts (continued)

**6. What outcomes or impacts have you observed IN YOUR COMMUNITY as a result of MSU CEDP activities? (Check all that apply.)**

- Improvement in civic leaders' understanding of ways to solve local community problems
- Improved involvement of MSU students in community and economic development
- Improved cooperation among organizations active in community problem solving
- Implementation of more effective University/Community partnerships
- Development of innovative program strategies
- Other (please specify) \_\_\_\_\_

**\* 7. Overall, WHAT HAS BEEN THE IMPACT of your participating in events or receiving information involving CEDP on you, your organization, or your community?**

- |                          |                          |                          |                          |
|--------------------------|--------------------------|--------------------------|--------------------------|
| Very Positive            | Somewhat Positive        | Somewhat Negative        | Very Negative            |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

**8. Please describe IMPACTS you have observed in your organization or community.**

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[Exit this survey >>](#)

## MSU Community and Economic Development Program

### 6. Future Directions

**9. In what types of activity would you like to see the MSU CEDP more involved in the future?**

**(Check all that apply.)**

- Affordable housing
- Policy and programs in local empowerment
- Leadership development
- Sustainable economic development
- Public policy analysis
- Social justice and equity
- Principles and practices in sustainable communities
- Neighborhood development
- Student projects on specific community defined issues
- Other (please specify)

**10. Please provide any additional information about your experience with the MSU CEDP.**



[Exit this survey >>](#)

## MSU Community and Economic Development Program

### 7. Demographic

11. ZIP Code (for classification purposes only)

12. Name (Your responses to the survey will NOT be linked to your name in analyzing and reporting results.)

13. E-mail address: (Providing us your email address permits us to include you in the MSU CEDP online community. You will receive approximately 4-5 email updates per year, and we will NOT share your email address with others.)

14. Phone number (optional)

15. May we contact you if we have questions about your experience with the MSU CEDP?

Yes, I prefer a telephone call

Yes, I prefer an e-mail

No, please don't contact me

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[Exit this survey >>](#)

## MSU Community and Economic Development Program

### 8. Thank You!

I appreciate your taking the time to provide feedback as the MSU CEDP moves into the future.

Watch our website [www.cedp.msu.edu](http://www.cedp.msu.edu) for a summary of the results of this survey in early summer.

Yours for strong communities,

Rex L. LaMore

State Director, MSU Community and Economic Development Program

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**Appendix O**  
**\$1,958,928 in Competitive Contracts and Grants**

Title	Funder	Dates	Amount
<b>Knowledge Based Economic Development in Michigan</b>	MSU—Community Vitality Program	2006-2007	40,000
<b>Building the Capacity of Economic Development Professional to Adjust to the Knowledge Economy</b>	U.S. Dept. Comm. Econ. Dev. Admin.	2006-2007	74,000
<b>Knowledge Economy Best Practices</b>	Michigan Economic Developers Assn. & Michigan Economic Development Corporation	2006-2007	30,000
<b>Partnerships for Stronger Families and Neighbors</b>	MSU—Community Vitality Program	2005-2006	49,895
<b>Cool Cities Initiative</b>	Michigan Economic Development Corporation	2004-2005	25,000
<b>Michigan Partnership for Economic Development Assistance/University Center Program</b>	U.S. Dept. Comm. Econ. Dev. Admin.	2004-2005	90,700
<b>Michigan Partnership for Economic Development Assistance/University Center Program</b>	U.S. Dept. Comm. Econ. Dev. Admin.	2003-2004	92,892
<b>Public Housing Fellows Partnership</b>	Michigan State Housing Development Authority	2004	4,000
<b>Resident Opportunities for Self Sufficiency (ROSS II)</b>	U.S. Dept. Housing & Urban Development	2000-2004	240,000
<b>Public Housing Fellows Partnership</b>	Michigan State Housing Development Authority	2003	6,750
<b>Michigan Partnership for Economic Development Assistance/University Center Program</b>	U.S. Dept. Comm. Econ. Dev. Admin.	2002-2003	100,000
<b>Michigan Partnership for Economic Development Assistance/University Center Program</b>	U.S. Dept. Comm. Econ. Dev. Admin.	2001-2002	100,000

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<b>Title</b>	<b>Funder</b>	<b>Dates</b>	<b>Amount</b>
<b>Michigan Partnership for Economic Development Assistance/University Center Program</b>	U.S. Dept. Comm. Econ. Dev. Admin.	2000-2001	100,000
<b>Individual Development Accounts and Capacity Building in Michigan Community Development Credit Unions</b>	Michigan Family Independence Agency	2000-2002	249,936
<b>Resident Opportunities for Self-Sufficiency (ROSS I)</b>	U.S. Dept. Housing & Urban Development	2000-2003	240,000
<b>Community Development Credit Unions</b>	Michigan Family Independence Agency	2000-2002	100,000
<b>Annual Institute Conference Support</b>	C.S. Mott Foundation	2001-2002	5,000
<b>Public Housing Fellows Partnership</b>	Michigan State Housing Development Authority	2002	7,000
<b>Michigan Partnership for Economic Development Assistance/University Center Program</b>	U.S. Dept Comm. Econ. Dev. Admin.	1999-2000	100,000
<b>Public Housing Fellows Partnership</b>	Michigan State Housing Development Authority	2001	7,000
<b>Affordable Housing Development: Relating Capacity To Production</b>	Aspen Institute	2000-2001	18,500
<b>Affordable Housing Research Project University/Community Partnership Program</b>	Fannie Mae Foundation	1998-2001	50,000
<b>West Town Voice: Enhancing Community Leadership</b>	Ingham County	1999-2001	29,955
<b>Kent County Homeless Study</b>	Kent County	1999-2000	4,800
<b>Urban Caucus Summit II</b>	Michigan Environmental Council	2000	5,000
<b>Early Service Training</b>	Corporation for National Service	1999-2000	28,500
<b>Study of Feasibility of Effective Operations of Hosting Individual Development Accounts within Community Development Credit Unions</b>	Michigan Family Independence Agency	1999	30,000
<b>Michigan Partnership for Economic Development Assistance/University Center Program</b>	U.S. Dept Comm. Econ. Dev. Admin.	1998-1999	100,000

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Title	Funder	Dates	Amount
<b>Northeast Michigan Community Economic Analysis Project</b>	Northeastern Michigan Council of Governments	1998-1999	15,000
<b>Eastern Upper Peninsula Community Income &amp; Expenditures Model</b>	Eastern Upper Peninsula Regional Planning & Development Commission	1998-1999	15,000
<b>Grand Total</b>			<b>1,958,928</b>

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## **APPENDIX P**

### **External Awards & Recognitions**

Helen Voss Outstanding Volunteer of the Year Award, Michigan Association of Planning, 2005

Regional Excellence Award for Intergovernmental Agreements in Economic Development (Community Data Committee and Partner Agencies, The Power of WE), from the Regional Economic Development Team, 2004

Governor's Council on Physical Fitness, Health and Sports Letter of Appreciation, 2004

Kent/MSU Extension Urban Community Development Letter of Appreciation, 2004

Michigan Society of Planning, "Outstanding Planning Project for a Student Project Award." Grand Rapids Fulton Street Corridor Study, October 16, 2003

Citizenship Program Award from MSU Student Life for UP490 students—Neighborhood Relations Coordinators, 2003

Phi Kappa Phi Honor Society Excellence in Interdisciplinary Scholarship—Affordable Housing Research Team, April 22, 2002

Michigan Neighborhood Partnership, Detroit, MI Recognition, Community Income & Expenditures Model, 2001

Michigan Housing Trust Fund, Affordable Housing Warrior, 2001

Mott Scholarship Award for the Michigan Chamber Foundations, Public Policy Forum, Sept 12-14, 2001

Commendation for ROSS program from U.S. Congress, House of Representatives, Debbie Stabenow, October 19, 2000

Commendation for ROSS program from U.S. Congress, Senate, Carl Levin, October 19, 2000

# APPENDIX Q

## CEDP 2006 Program Evaluation Results

Survey Summary

Page 1 of 5



[Privacy](#) [Contact Us](#) [Logout](#)

Home
New Survey
My Surveys
List Management
My Account
Help Center

Thursday, April 13, 2006

### Results Summary

Show All Pages and Questions

[Export...](#) [View](#)

#### Filter Results

To analyze a subset of your data, you can create one or more filters.

[Add Filter...](#)

**Total:** 429

**Visible:** 429

#### Share Results

Your results can be shared with others, without giving access to your account.

[Configure...](#)

**Status:** Enabled

**Reports:** Summary and Detail

### 2. Background

1. What roles do you play in community and economic development? (Check all that apply.)

	Response Percent	Response Total
<b>Interested citizen</b>	<b>52.8%</b>	<b>226</b>
Active in neighborhood group(s)	23.4%	100
Active in citywide group(s)	26.2%	112
Volunteer in community/economic development	24.8%	106
Student of community/economic development	4.4%	19
Employed in community/economic development practice	42.8%	183
Employed in community/economic development research	12.6%	54
Leader of community based initiative (s)	24.5%	105
Business owner/entrepreneur	12.1%	52
Elected or appointed public official	20.1%	86
<a href="#">View</a> Other (please specify)	22.7%	97
<b>Total Respondents</b>		<b>428</b>
(skipped this question)		1

### 3. Involvement with MSU CEDP

2. In which activities of the MSU CEDP have you participated? (Check all that apply.)

	Response Percent	Response Total
Visited MSU CEDP webpage (www.cedp.msu.edu)	50%	190

<http://surveymonkey.com/DisplaySummary.asp?SID=1895236&Rnd=0.1000291>

4/13/2006

<b>Received <i>Community News and Views</i> newsletter</b>		<b>61.8%</b>	<b>235</b>
Attended institutes, seminars, or conferences		50.3%	191
Accessed online resources from CEDP website (e.g., handbooks, research reports, policy briefs, etc.)		26.1%	99
Received assistance with local community and economic development activities		18.7%	71
Participated in public housing resident leadership training		6.1%	23
Participated in planning or programs related to the knowledge economy		24.5%	93
<input type="button" value="View"/> Other (please specify)		11.8%	45
<b>Total Respondents</b>			<b>380</b>
(skipped this question)			49

3. Overall, HOW SATISFIED are you with the CEDP activity or activities in which you have participated?

		<b>Response Percent</b>	<b>Response Total</b>
Very Satisfied		39.8%	152
<b>Somewhat Satisfied</b>		<b>51.6%</b>	<b>197</b>
Somewhat Dissatisfied		7.6%	29
Very Dissatisfied		1%	4
<b>Total Respondents</b>			<b>382</b>
(skipped this question)			47

**4. Actions, Outcomes and Impacts**

4. As a result of your engagement with the CEDP, have you PLANNED OR TAKEN any ACTION (e.g., implemented new strategies, developed new programs, etc.)?

		<b>Response Percent</b>	<b>Response Total</b>
Yes		41.6%	146
<b>No</b>		<b>58.4%</b>	<b>205</b>
<b>Total Respondents</b>			<b>351</b>
(skipped this question)			78

5. What SPECIFIC ACTIONS OR OUTCOMES have resulted for YOU OR YOUR ORGANIZATION as a result of your relationship with CEDP? (Check all that apply.)

		<b>Response Percent</b>	<b>Response Total</b>
Shared information received from CEDP involvement with others in my network		47.8%	140

Planned new directions for community and economic development activities		27.3%	80
Engaged new partners in community and economic development		36.2%	106
Developed or implemented new programs and strategies		22.9%	67
Improved the range and/or quality of the activities I/we provide		27.6%	81
Increased attraction and/or improved utilization of financial resources		8.5%	25
Increased access to and utilization of MSU resources		29.7%	87
Improved my own skills		51.9%	152
Became more aware of potential clients/constituents and their needs		35.5%	104
Gained confidence in using knowledge and skills that I have learned		32.8%	96
<b>Became more knowledgeable about where to go for more help or resources</b>		<b>57%</b>	<b>167</b>
Became able to impact policy development/contact elected officials		18.8%	55
<input type="button" value="View"/> Other (please specify)		9.9%	29
<b>Total Respondents</b>			<b>293</b>
(skipped this question)			136

**5. Actions, Outcomes and Impacts (continued)**

6. What outcomes or impacts have you observed IN YOUR COMMUNITY as a result of MSU CEDP activities? (Check all that apply.)

		Response Percent	Response Total
Improvement in civic leaders' understanding of ways to solve local community problems		31.3%	73
Implementation of more effective University/Community partnerships		31.3%	73
Development of innovative program strategies		29.2%	68
<b>Improved cooperation among organizations active in community problem solving</b>		<b>42.9%</b>	<b>100</b>
Improved involvement of MSU students in community and economic development		27%	63
<input type="button" value="View"/> Other (please specify)		22.3%	52
<b>Total Respondents</b>			<b>233</b>
(skipped this question)			196

7. Overall, WHAT HAS BEEN THE IMPACT of your participating in events or receiving information involving CEDP on you, your organization, or your community?

Response Response

	Percent	Total
Very Positive	30.6%	95
<b>Somewhat Positive</b>	<b>62.9%</b>	<b>195</b>
Somewhat Negative	5.8%	18
Very Negative	0.6%	2
<b>Total Respondents</b>		<b>310</b>
(skipped this question)		119

8. Please describe IMPACTS you have observed in your organization or community.

<a href="#">View</a> Total Respondents	135
(skipped this question)	294

**6. Future Directions**

9. In what types of activity would you like to see the MSU CEDP more involved in the future? (Check all that apply.)

	Response Percent	Response Total
Principles and practices in sustainable communities	58.5%	172
Policy and programs in local empowerment	34%	100
Social justice and equity	30.3%	89
<b>Sustainable economic development</b>	<b>73.5%</b>	<b>216</b>
Leadership development	45.2%	133
Public policy analysis	37.8%	111
Affordable housing	38.8%	114
Neighborhood development	47.3%	139
Student projects on specific community defined issues	40.8%	120
<a href="#">View</a> Other (please specify)	11.9%	35
<b>Total Respondents</b>		<b>294</b>
(skipped this question)		135

10. Please provide any additional information about your experience with the MSU CEDP.

<a href="#">View</a> Total Respondents	69
(skipped this question)	360

**7. Demographic**

11. ZIP Code (for classification purposes only)

[View](#) **Total Respondents** **293**  
 (skipped this question) 136

12. Name (Your responses to the survey will NOT be linked to your name in analyzing and reporting results.)

[View](#) **Total Respondents** **252**  
 (skipped this question) 177

13. E-mail address: (Providing us your email address permits us to include you in the MSU CEDP online community. You will receive approximately 4-5 email updates per year, and we will **NOT** share your email address with others.)

[View](#) **Total Respondents** **242**  
 (skipped this question) 187

14. Phone number (optional)

[View](#) **Total Respondents** **126**  
 (skipped this question) 303

15. May we contact you if we have questions about your experience with the MSU CEDP?

	Response Percent	Response Total
Yes, I prefer a telephone call	13.1%	37
<b>Yes, I prefer an e-mail</b>	<b>60.8%</b>	<b>172</b>
No, please don't contact me	26.1%	74
<b>Total Respondents</b>		<b>283</b>
(skipped this question)		146

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**APPENDIX R**  
**EDA Peer Review Letter, 2003**



U.S. DEPARTMENT OF COMMERCE  
Economic Development Administration  
CHICAGO REGIONAL OFFICE  
111 N. CANAL ST., SUITE 855  
CHICAGO, ILLINOIS 60606-7208

SEP 29 2003

Dr. Rex LaMore, Director  
Center for Urban Affairs  
Michigan State University  
1801 W. Main Street  
Lansing, Michigan 48915-1097

Re: Peer Review

Dear Dr. LaMore: *Rex*

I am writing in regards to the university center performance evaluation report completed by our office on September 15, 2003 with the assistance of Dr. Marc Levine, Director for the Center for Economic Development at the University of Wisconsin/Milwaukee.

The evaluation found your university center in compliance and meeting performance standards per EDA regulations. Enclosed in a copy of the performance evaluation report. It is a rating of the University Center's performance in accordance with your EDA Section 203 Planning Grant. The main areas evaluated were scope of work, compliance with grant terms and partnering with other EDA funded grantees, and review of client ratings.

Please review the report with the governing board of your organization and also your staff. If you have any questions, please contact Mr. Arnold Berkowitz at (312) 353-7148 x 155.

Thank you for your cooperation.

Sincerely,

*C. Robert Sawyer*  
C. Robert Sawyer  
Regional Director

Enclosure

cc: EDR

Brian T. Day, Senior Contract Administrator, Michigan State University Center for Urban  
Development  
Marc Levine, Director, UWM Center for Economic Development

**CLIENTS CONTACTED:**

Joe Rahn	Member, Michigan Economic Development Board	22 years
John Coleman	Executive Director, Tri-County RPC	35 years
Diane Rekowski	Director, Northeast Michigan Council of Government	20 years

The clients contacted all stated that the University Center is doing an exceptional job in helping organizations within its jurisdiction to reach their economic goals.

**DISCUSSION:** Provide brief, but complete, narrative responses to the following questions.

**Part I. Scope of Work**

- A. What were the proposed activities under the three elements of the Scope of Work in the grant award and what were the actual accomplishments described in annual and progress reports for 1) Providing Technical Assistance; 2) Conducting Applied Research; and 3) Disseminating Information on Project Activities.

The proposed activities as outlined within the University Center's scope of work are:

- (1) Provide Technical Assistance:
  - (a) Identify opportunities for capacity building in economic development organizations at the state and local level
  - (b) Conduct professional training sessions for economic development professionals and community-based organizations in distressed communities in identified areas of need.
- (2) Conduct Applied Research:
  - (a) Conduct original research to enable the program to guide the future provision of direct planning and technical assistance to economically distressed communities with particular attention to development of science and technology based job development and individual and organizational capacity building toward poverty alleviation.
  - (b) Conduct other relevant applied research in economic development policy and programs contributing to the implementation of improved public policy and job creating strategies in distressed communities.
  - (c) Plan and implement an ongoing project evaluation strategy and assist in the improvement of the capacity of economic development agencies and community-based organizations to evaluate their activities.
- (3) Disseminating Information on Project Activities:
  - (a) Provide cutting edge information through written publications, web pages, and presentations to assist community and economic development practitioners and others serving distressed areas.

(b) Promote and expand the University's capacity to provide needed training, research, and direct assistance to economic development agencies and community-based organizations serving distressed communities in Michigan.

- B. Does the review of the proposed and actual accomplishments indicate that the University Center has satisfactorily completed the Scope of Work under its grant?

Proposed and actual accomplishments indicate that the University Center has satisfactorily completed the Scope of Work under its grant. A list of completed activities is as follows:

Technical Assistance:

The University Center has provided technical assistance to several community-based organizations, public and private sector industries and has satisfactorily completed work as mentioned under the Scope of Work.

The Center has provided assistance in the development of General Information Systems (GIS) training opportunities for EDA district/region planners and disseminated additional training tools and information. This has included an emphasis on GIS and web-based technology for economic development. The Center has also provided planning technology training regarding Southeast Michigan Council of Government's (SEMCOG) use of the Comprehensive Analysis Safety Tool (CAST) used to perform cost/benefit analysis for different solutions. Training has also been given on planning technology training regarding the Michigan Road Commissions use of Roadsoft GIS 3.0 to manage countywide road systems.

Applied Research:

A research team was formed to focus on the impact of science and technology in distressed communities to help these communities to best position themselves to take advantage of opportunities in the new knowledge economy. The team has completed the development of the literature base, identification of research objectives, development of working definition of the science and technology and infrastructure and North American Industry Classification Systems (NAICS) codes for Michigan, and the identification of science and technology infrastructure and data within Michigan. The team also developed, distributed, entered and analyzed a survey that was distributed to regional planners on the topics of readiness for the knowledge economy. The team also prepared and conducted internal presentations on Economic Development Paradigms related to Science and Technology on both International and National levels.

Information :

The University Center has two web pages. One serves as a tool for disseminating publications, reports, and information related to MSU EDA University Center programming and other resources. The second web page disseminates information to assist all sectors of local and regional communities in developing policies and plans that harness the many opportunities of the knowledge-based information age. These web pages have been accessed over 9,600 times since October 2002.

The University Center prints a newsletter three times a year that includes relevant local, state, and national features and brief University Center project updates. It is disbursed to over 11,000 individuals and organizations throughout the Midwest and the nation.

Does the University Center undertake and operate any unusually successful activities that contribute to its overall effectiveness or that might be replicated by others?

A Data Democratization project has been implemented in the greater Lansing area. This initiative has helped to develop a community wide infrastructure for reporting vital community information. This information system allows community members to access data about the well being of their community, learn about community resources and services and communicate with others about their community. Also includes training and outreach to develop skills of the community.

**Part II. Compliance with Grant Terms and Partnering with Other EDA-funded Grantees**

- A. Does the evaluation indicate that the University Center has complied with provisions of the financial award including special and standard terms and conditions, reporting requirements, etc.? Discuss any deficiencies.

The evaluation indicates that the University Center has complied with provisions of the financial award including special and standard terms and conditions and reporting requirements. There are no deficiencies. Reports are filed in a timely and efficient manner and all special and standard Terms and conditions are being complied with.

- B. What effort has the University Center made in partnering with other EDA-funded University Centers, Economic Development Districts, Trade Adjustment Assistance Centers, and with states, and other local organizations.

- (1) The University Center was instrumental in the development of the 1992 Community Partnership Outreach Act based on its outreach model. This outreach model involves citizen advisory boards and has set a national standard for university-community partnerships in urban communities.

- (2) It has partnered with other units throughout the University in developing programs in urban affairs, urban and regional planning, and agriculture.
- (3) Partnered with Wayne State University and the University of Michigan in the development of the Detroit Empowerment Zone.
- (4) Works in conjunction with several organizations including Detroit College of Law and the Lyman Briggs School, and the Institute of Environmental Toxicology to co-sponsor at least five seminars each year regarding current and emerging issues such as Sustainable development practices.
- (5) Works with Urban Core of Mayors representing the 13 core cities in Michigan to provide a forum where mayors of Michigan's older cities join together to exchange ideas for more effective municipal leadership and advance an urban policy agenda for the State. One initiative currently being worked on is the "Cool Cities" initiative which targets 25 to 35 year olds to stay or locate in these communities.

**Part III. Review of Client Ratings**

Attachment B Continued

- A. How many "client satisfaction" rating requests (list the number) for technical assistance projects did the University Center distribute during the project period being evaluated; how many of those requests (list the number) were returned by the clients; and how were the returned rating requests distributed on the following scales?

The University Center distributed 10 client satisfaction-rating forms during the project period under evaluation. Ten were returned with five being rated at "10" and five at "9" with a "10" the highest.

**OVERALL FINDINGS:**

- A. Were there any recommendations or requirements for corrective action in the previous evaluations of the grantee? If so, have they been implemented?

There were no recommendations or requirements for corrective action in the previous evaluation completed on September 15, 2000.

- B. Does the evaluation indicate the grantee has been performing at a satisfactory level and that it warrants continued funding under the program?

Michigan State University  
Evaluation-Page Six

The Michigan State University Center for Urban Affairs is performing at a satisfactory level and warrants continued support and funding. The Center has been instrumental in increasing the capacity of Michigan area organizations to create jobs and improve economic conditions in the communities they serve. The Center's research has significantly enhanced understanding of trends in the Michigan economy. It is a high-performance, high-capacity university center.

Does this evaluation suggest the need for further EDA action (e.g., need for an on-site visit, some type of corrective action, or information sharing with other similar grantees)? Please note there must be a corrective action listed for any negative finding identified in the report.

The evaluation does not suggest the need for any further evaluation at this time.

Dr. Mark Levine, the Peer Reviewer stated in his findings that the University Center was complying with the terms of the EDA University Center Grant. (See attached)

University Center  
Performance Evaluation Report

GRANTEE: Michigan State University PROJECT NUMBER: 06-66-04852

ADDRESS: Center for Urban Affairs, 1801 W. Main Street, Lansing, Michigan 48915-1097

EDA EVALUATOR: Arnold Berkowitz

PEER REVIEWER: Dr. Marc Levine FROM: University of Wisconsin/Milwaukee

DATE OF EVALUATION: September 16, 2003 LOCATION: Chicago, Illinois

GRANT PERIOD EVALUATED: August 1, 2002 thru July 31, 2003

METHOD USED: Conference Call

INDIVIDUALS INTERVIEWED DURING THIS EVALUATION:  
(name, organization and position)

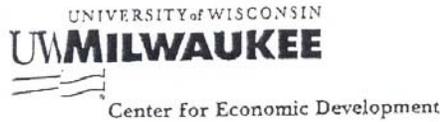
Dr. Marc Levine, Peer Reviewer, Director Center for Economic Development, University of Wisconsin/Milwaukee. Dr. Levine along with his Director's Duties is a faculty member at the University where he teaches various courses in economic development. He has done extensive research and published numerous articles in all phases of economic development.

Dr. Levine has also been active in national EDA efforts to develop performance measures for University Centers. He has worked on the EDA "Performance Measures National Review Team" to develop measures for all types of projects. He gave the University Center a glowing evaluation (see attached).

Dr. Rex L. LaMore, State Director, Center of the Community and Economic Program for the Center for Urban Affairs. Dr. LaMore has over 25 years in the field of economic development including the teaching of graduate and undergraduate courses in planning and economic development. He has written numerous books and publications pertinent to the field of planning and economic development and received a Distinguished Service Award from the International Community Development Society.

John Melcher, Associate State Director, Center of the Community and Economic Program for the Center for Urban Affairs. Mr. Melcher has approximately 18 years in the field of planning and economic development and has held numerous positions including Community Development Specialist, Project Manager, Acting Director and Director.

**APPENDIX S**  
**Marc Levine, Univ. Wisconsin-Milwaukee, Letter 2003**



PO Box 113  
Milwaukee, WI  
53201-0413  
414 229-6155 phone  
414 229-4370 fax

September 24, 2003

Mr. Arnold Berkowitz  
U.S. Department of Commerce  
Economic Development Administration  
Chicago Regional Office  
111 North Canal Street  
Suite 855  
Chicago, Illinois 60606-7204

Dear Mr. Berkowitz:

Thank you for the opportunity to participate in the review of the University Center program at Michigan State University. In reviewing the submitted materials and upon completing a phone interview with Dr. Rex LaMore, Director of the Michigan State Center, and John Melcher, Associate Director, I believe the Center is performing at a very high level, that its activities are consistent with EDA University Center guidelines, and that the Center warrants continuing investment from EDA.

Let me emphasize the following items:

- The presence of strong institutional support at Michigan State for the EDA University Center, as indicated by substantial matching institutional investments;
- The focus of the Center's activities on distressed areas, and in building the capacity of other organizations in addressing the economic challenges of these areas;
- The innovative technical assistance and research initiatives sponsored by the Center. I would note, in particular, the innovative work of the Center in closing the digital divide in Michigan.

The Community and Economic Development Program at Michigan State University represents an outstanding University Center Program and is a superb example of EDA's innovative approach to economic development. It is an investment that provides taxpayers with an exceptionally high rate of return.

Sincerely,

Marc V. Levine,  
Professor and Director  
Center for Economic Development

---

## Appendix T Corey and Wilson Book



### Urban and Regional Technology Planning

Planning Practice in the Global  
Knowledge Economy

Kenneth E. Corey and  
Mark I. Wilson

## ACKNOWLEDGMENTS

Many individuals and organizations assisted in the creation of this book. Much of the research was conducted as part of the Knowledge Economy Research Team (KERT) of Michigan State University's Community and Economic Development Program (CEDP). We thank CEDP Director, Dr. Rex LaMore, for his extensive support and advice, and value our collaboration with John Melcher, Faron Supanich-Goldener and the members of the KERT team. The project benefited greatly from the support of the US EDA University Centers program 2000-05.

A number of MSU graduate students served as research assistants for the project, offering insights and expertise for data collection and mapping. Our thanks to Eric Frederick, Nicholas Helmholdt, Kyle Wilkes, Karan Singh and James Brueckman.

Data collection and research on ICT use was supported by a grant from the Institute for Public Policy and Social Research at Michigan State University, with invaluable assistance from the staff of the State of the State Survey.

Development of the book benefited from interaction with community members, planners, and citizen planners in Michigan, who allowed us to test and refine concepts with those who will implement technology planning in a knowledge economy.

Our research and practice was supported intellectually through two valuable communities. First, E\*Space: The Electronic Space Project is an international network of scholars and policy-makers committed to understanding the role of ICT in shaping space. We convened E\*Space in 1994 and since then have met annually with colleagues to explore, understand, and evaluate the global state of electronic space. The second community essential to our work is the International Geographical Union's Commission on the Geography of Information Society, chaired by Professor Aharon Kellerman, with Vice-Chair Henry Bakis and Executive Secretary Maria Paradiso.

Finally, our thanks to our families who, with grace and understanding, endured our preoccupation.

---

**APPENDIX U**  
**Community News & Views Evaluation, November 2001**

RESULTS OF COMMUNITY NEWS & VIEWS READER  
SURVEY

SURVEYS MAILED IN NOVEMBER 2000

JANUARY 16, 2001 REPORT

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Prepared By Melissa S. Q. Huber  
Michigan State University  
Community & Economic Development Program  
1801 West Main Street, Lansing, MI 48915  
Phone: 517-353-9555 FAX: 517-484-0068 email: [hubermel@msu.edu](mailto:hubermel@msu.edu)

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<b>Chart 4 – Topics in CN&amp;V</b> .....	Error! Bookmark not defined.
<b>Chart 5 – Satisfaction With CN&amp;V</b> .....	Error! Bookmark not defined.

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## Executive Summary

Overall readers (N=41) expressed satisfaction with the current Community New & Views Newsletter. Half of the readers surveyed read at least half of the articles. A majority of readers use the newsletter to learn and share information, although few readers take action based on the information. The current topics and format of the newsletter provides reader satisfaction. One area of desired expansion is in having more web resources listed in the newsletter. Readers want the newsletter continue provide practical applications to their work and want it to include more applied research and program descriptions. Readers suggest that future topics include case studies and best practices to showcase the successful and not-so-successful programs that relate to our cities in Michigan.

Over a quarter of the surveys returned indicated that respondents did not receive the newsletter. This suggests that there may be problems with the distribution of CN&V issues perhaps due to staff turnover among CN&V recipients or due to faulty contact information. (It may also be due to a lack of name recognition for the newsletter since no logos were included on the survey.) An additional handful of respondents requested changes or deletions to the mailing labels. These occurrences suggest that there may be a need to include “change of address” or “remove my name from the mailing list” instructions in the CN&V newsletter on a regular basis.

*“I appreciate receiving CN&V and thank you to those who put it together!”*



*“Keep up the good work!”*

## Background of Community News & Views

An early version of the Community News & Views newsletter was first published in the early 1980's and the more modern version appeared in 1987 when the Michigan Partnership for Economic Development Assistance was formed. The Community News & Views newsletter has been designed for community residents and leaders, as well as community and economic development practitioners, leaders for government agencies and community based organizations, others interested in issues affecting distressed communities. In its present form, the Community News & Views newsletter is published 3 times a year and has over 10,000 Michigan, United States, and international readers. The purpose newsletter is to 1) facilitate awareness of issues, education and cutting edge research focused on distressed communities primarily in Michigan, 2) facilitate opportunities for students, community leaders, and other professionals to share ideas and information in feature articles, and 3) promote and recognize the work of community and economic development practitioners.

This survey was conducted to elicit reader views on a variety of issues relating to the newsletter to help insure that it meets the needs of current readers. Readers were asked to rate the current newsletter on issues relating to format and content and were asked to provide suggestions for future issues. The findings of this survey are presented in this report.

---

## Survey Sample

A random sample of 400 Community News & Views (CN&V) readers was selected from the master database in October 2000. This included primarily Michigan addresses, but also reflected the small percentage of non-Michigan readers included in the total database. After bad addresses and other problems with addresses were eliminated, a total of 340 names remained in the initial survey sample. These surveys were mailed in November 2000. By January 1, 2001, a total of 57 surveys had been returned for a 17% response rate.

Of those 57 surveys that were returned, nearly a quarter (23%) of the respondents indicated that they did not receive the newsletter. This may have been due to several factors. One factor may relate to the turnover of staff in the offices receiving CN&V. A few respondents had indicated that they wanted to replace their own name with the previous addressee, suggesting that they were new to the position and had not yet received a current issue of CN&V. Another factor may relate to the lack of graphic identification on the survey to link this survey with the CN&V. Some respondents indicated that they weren't sure if they received the CN&V and there are other publications with this same name. Therefore, future surveys should contain the CN&V logo to strengthen the identification with the publication.

### 1a. Do you receive the Community News & Views Newsletter published by the Michigan State University Community & Economic Development Program?

Number of respondents	Percent of respondents	Cumulative Percent	Response Categories
41	77%	77%	Yes
12	23%	100%	No
53	100%		Total

### Question 1 – Enjoyment of CN&V

The remaining results are reported for the 41 survey respondents that reported receiving the CN&V newsletter.

### 1b. Do you enjoy receiving the Community News & Views Newsletter published by the Michigan State University Community and Economic Development Program? (See Chart 1)

Number of respondents	Percent of respondents	Cumulative Percent	Response Categories
11	27%	27%	1 Yes, very much
24	59%	85%	2 Yes, somewhat
6	15%	100%	3 No, not very much
41	100%		Total

The majority of CN&V readers surveyed reported enjoyment in receiving the CN&V. A total of 85% of CN&V readers surveyed reported that they enjoyed receiving CN&V, with 27% enjoying CN&V very much.

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### Question 2 – Reading CN&V

A majority of those surveyed reporting reading their CN&V issue. 91% of the CN&V readers surveyed skimmed or read CN&V. Over half (57%) of the readers survey reported reading at least half of all the articles suggesting that the content is of interest to many.

#### 2. How much of the Community News & Views (CN&V) Newsletter do you usually read? (See Chart 2)

Number of respondents	Percent of respondents	Cumulative Percent	Response Categories
8	18%	18%	1 All of the articles
17	39%	57%	2 About half of the articles
8	18%	75%	3 A few of the articles
7	16%	91%	4 I skim through it
4	9%	100%	5 None
44	100%		Total

### Question 3 – Use of CN&V

Among those readers surveyed, the most frequent use of the CN&V newsletters was to learn new and relevant information, to identify new resources, and to share information or the newsletter itself with others. A majority of readers used the CN&V newsletter for these purposes at least some of the time. Conversely, a over half of the readers surveyed never used the CN&V to stimulate action such as contacting people or organizations profiled in the newsletter or initiating new activities based on CN&V information. The readers were nearly evenly split on whether or not they ever referred to CN&V in other materials. These findings suggest that for the majority of readers, the content of the CN&V newsletter provides meaningful information for learning and sharing, but may not directly contribute to action-oriented strategies. Question 3 – Use of CN&V

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**3. After you receive your CN&V, how often do you do the following? (See Chart 3)**

	Percent of respondents answering				Total Respondents
	Often or Sometime	Often	Sometimes	Never	
Share your copy of CN&V with others	64%	19%	45%	36%	42
Share information from CN&V with others	72%	14%	58%	28%	43
Learn new and relevant information from CN&V	88%	27%	61%	12%	41
Identify new resources from CN&V	77%	15%	62%	23%	39
Contact people/organizations profiled in CN&V	38%	5%	33%	62%	42
Initiate new activities using CN&V information	40%	8%	33%	60%	40
Refer to CN&V information in other materials	48%	5%	43%	52%	42

**4. Would you like to have more or less focus on the following topics included in the CN&V? (See Chart4)**

	Percent of respondents answering			Total Respondents
	Less	Same	More	
Human interest	13%	54%	33%	39
Applied research	3%	55%	42%	38
Description of programs	3%	54%	43%	37
MP/EDA project updates	3%	76%	21%	33
Web resources	0%	45%	55%	33

**Question 4 – Topics in CN&V**

Overall, the majority of readers surveyed were satisfied with the current selection of topics in the CN&V, or wanted more coverage of existing topics. Of the topics currently included in CN&V, the area of greatest desired expansion was web resources, and slightly over a third of readers wanted more applied research and program descriptions. There was minimal interest in expanding updates of MP/EDA projects.

In the category of “other”, there were 3 topics that were suggested for greater focus in future issues. Three readers suggested the addition of best practices, case studies (good and bad), or success stories of practical programs. One other reader suggested a topic on land use and another suggested a topic related to the deer TB issue.

**Question 5 – Satisfaction with CN&V**

Nearly all readers reported satisfaction with the illustration, layout, design, and color used in CN&V as well as the length, depth, readability, and type of the articles contained in CN&V. Only a very small number of respondents were less than satisfied with the illustrations, layout, and design, so this does not appear to be an area needing any substantial improvement.

**5. How satisfied are you with the following aspects of the CN&V? (See Chart 5)**

	Percent of respondents answering				Total Respondents
	Very or Somewhat satisfied	Very satisfied	Somewhat satisfied	Not satisfied	
Illustrations	94%	39%	56%	6%	36
Layout and design	95%	51%	43%	5%	37
Length of articles	100%	58%	42%	0%	36
Depth of articles	100%	53%	47%	0%	36
Readability of articles	100%	64%	36%	0%	36
Types of topics covered	100%	41%	59%	0%	37
Use of color	100%	42%	58%	0%	33

**Question 6 – Suggestions**

In the space provided for suggestions or comments, 5 readers provided positive affirmation of the existing publication. Another 5 respondents provided suggestions for the format or future topics. One reader suggested having a brief summary of articles at the beginning to improve readability. Other readers suggested that topics be “catchy”, focus on pressing issues for cities, and to keep the topics practical.

Another 5 readers used this space to request mailing label changes. The reasons given by the 3 readers requesting removal from the mailing list included lack of time, lack of current interest, and declining vision/inability to read. Although none of these numbers are large, it does suggest that future CN&V issues may provide a means for readers to indicate their continued interest in receiving the publication or to have their name removed from the list. These comments also suggest that font size continue to be considered as the population ages and may have difficulty reading normal print.

**6. What other comments or suggestions for topics do you have for future CN&V issues?**

**Affirmations of current publication**

- I like the current balance/mix. I appreciate receiving CN&V and thank you to those who put it together!
- Good publication-not very interested in content at this time
- Keep up the good work! -2
- Please continue my CN&V.

**Suggestions for formatting and future topics**

- Pretty dense text - Helpful would brief summary of articles at beginning
- As much info as possible about land use issues in Michigan
- Continue (& increase) practical applications of your work to us in the field
- If I receive this publication, I have never read it -- perhaps I've skimmed it. I cannot remember. Maybe something catchy to get me interested.
- I would like more about pressing issues in cities across Michigan.

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## APPENDIX V

### CEDP Vision & Strategic Actions, 2006

#### OUR MISSION

*To advance MSU's Land-Grant Mission by creating, disseminating, and applying knowledge to improve the quality of life in distressed communities. We implement, evaluate, and disseminate innovative approaches through responsive engagement, strategic partnerships, and collaborative learning.*

#### OUR VISION

*Be recognized locally/globally as a network of scholars and practitioners whose activities improve people's lives.*

*Be respected and sought after as a strategic partner by those concerned with distressed communities.*

*Embody a multidisciplinary capacity to respond to the complex, interrelated issues of distressed communities.*

*Be known as an innovative learning environment for collaborative learning in community and economic development.*

#### OUR GUIDING PRINCIPLES

*We value innovation and entrepreneurship in seeking new ways to respond to the challenges of distressed communities. We are dedicated to a set of principles that:*

- Promote active and representative citizen participation so that community members can meaningfully influence decisions that affect them.
- Engage community members in issue identification so that those affected may adequately understand the factors that contribute to their situation.
- Help community members understand the economic, social, political, environmental, and psychological impacts associated with alternative solutions to the issue.
- Assist community members in designing and implementing plans that build upon community assets by emphasizing shared leadership and active citizen participation.
- Disengage from any effort that is likely to adversely affect the disadvantaged segments of a community.
- Actively work to increase leadership capacity, skills, confidence, and aspirations in the community development process.

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## STRATEGIC ACTIONS

### 1. Strategic partnerships intended to strengthen the unit's scholarly engagements:

#### At MSU:

- Be actively engaged in the development of the School of Planning, Design and Construction at MSU.
- Within the College of Social Science strengthen and enhance scholarly engagement with the School of Social Work, Sociology, IPPSR and other appropriate academic units.
- Strengthen and enhance our partnerships with the College of Agriculture and Natural Resources, University Outreach and Engagement, MAES, MSUE, CARRS and other units as appropriate.
- Identify opportunities for collaborative scholarship with the Vice President for Research and Graduate Studies.
- Continue the strong partnership with the Office of the Provost.

#### Locally and Globally:

- Strengthen and enhance our links within state government specifically the Office of the Governor, the Department of Labor and Economic Growth, the Urban Core Mayors and the legislative urban caucus.
- Sustain and expand our partnership with public housing residents, staff and the US. Dept. of HUD.
- Sustain and expand our partnership with the U. S. Department of Commerce, Economic Development Administration, USDA and NSF.
- Engage local, state and national leaders in our community and economic development projects.
- Disseminate CEDP projects in national/international conferences and/or publications.
- Strengthen our partnership with engaged scholars and other higher educational institutions in the global community.
- Strengthen our partnerships with civic-minded enterprises in Michigan.

### 2. Strategic actions that enhance our collaborative learning environment for students, community partners and scholars:

- Create and sustain multi-disciplinary teams engaged in community and economic development partnerships.
- Generate financial support for involvement in collaborative learning projects.
- Provide opportunities for out-of-classroom learning experiences for students and faculty from our strategic partnerships.
- Provide opportunities to publish in trade/professional publications and in CEDP sponsored publications.
- Facilitate partnerships with other higher education institutions engaged with collaborative learning.
- Engage in collaborative learning that promotes shared leadership in the open exchange of knowledge and practice.

### 3. Strategic actions that communicate excellence in scholarly practice and community engagement:

- Strengthen and enhance opportunities for faculty and students to publish articles on CEDP multidisciplinary projects in peer-reviewed journals.
- Generate support for scholarly engagement through securing competitive external funding.
- Identify and target highly visible opportunities to reflect the unit's accomplishments and sustained commitment to excellence in scholarly engagement.
- Initiate a scholarship of engagement forum at MSU bringing the nation's best thinkers and doers together for thoughtful reflection and interaction to enhance the quality of life of distressed communities.
- Strengthen and enhance our global engagement through our web-based information system.