



Anniversary Report 2000 to 2010

SUAPP

School of Urban Affairs and Public Policy at The University of Memphis

THE UNIVERSITY OF
MEMPHIS

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The University of Memphis is an Equal Opportunity/Affirmative Action University committed to education of a non-racially identifiable student body.

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Letter From the Head

In a global knowledge economy, engaged metropolitan research universities are in a unique position to drive the economic growth of cities by strengthening communities through engaged scholarship and service learning. Valuable services are provided to cities and enable the institution and the urban citizens to improve their core knowledge and expertise leading to future development of theories and discoveries that advance our nation.

The leadership of Shirley Raines, with an emphasis on meaningful community partnerships and interdisciplinary work, has led The University of Memphis' School of Urban Affairs and Public Policy to become a leader in this endeavor.

Over the last decade, five separate but kindred programs came together to form the School of Urban Affairs and Public Policy. With little more than an acronym (SUAPP) and a common purpose we rolled up our sleeves and got to work. Today I am amazed at the results of our hands-on approach.

In the framework of engaged-scholarship important discoveries were revealed through collaboration with institutions, agencies, and organizations and by defining the questions and best practices of research methodologies and data analyses. Engaged scholarship has become the hallmark of SUAPP's work. Accordingly, four members of SUAPP's faculty have received the College of Arts and Sciences excellence in engaged-scholarship award since it was initiated in 2005.

In response to the Provost Office's Community Initiatives Focus Area, SUAPP became a catalyst and facilitator for a comprehensive effort in developing the University District. Over the past five years, the University Neighborhood Partnership (UNP) has supported the development by entwining the teaching and research resources of the University of Memphis with the surrounding neighborhoods. To-date, the UNP has developed over forty service learning courses offering the study of comprehensive planning, architectural design, applied administrative theory, and social entrepreneurial concepts. These efforts involved every college in the university as well as the divisions of student and business affairs.

SUAPP has local, engaged scholarship projects in South Memphis, the Hickory Hill district, and regional small towns such as Brownsville and Covington, TN. In addition, SUAPP has achieved national recognition and awards for the pioneering collaborative work of Criminology and Criminal Justice's Blue CRUSH and Crime Intervention Training (CIT) programs.

In collaboration with the Tennessee Board of Regents SUAPP has established AmeriCorps VISTA internships in response to the Tennessee's Campus Compact. These efforts document the efficacy of service learning courses and survey how they can expand linkages to the larger mission of the engaged-university.

SUAPP's progress in engaged-scholarship revealed a need for additional support resources. In response, collaboration with the Community Foundation of Greater Memphis and the United Way Venture Fund created the Strengthening Communities Initiative. In this goal-oriented initiative, faculty partners serve as content experts with the assistance of students to expand the capacity of neighborhood organizations and implement neighborhood-based, community-designed projects.

As part of an urban service university coalition, SUAPP is working with other university and federal legislatures to define roles that will make us a part of the global knowledge economy by producing core knowledge, creating new theories, and eliminating obsolete policies.



**Dr. Stanley E. Hyland,
Head of the School of
Urban Affairs and Public
Policy (SUAPP).**

In the coming year SUAPP will:

- Launch a Mid-Sized City Policy Institute,
- Initiate a Masters in Social Work Program emphasizing child and family policy issues
- Renew efforts to institute a PhD program in Urban Affairs and Public Policy
- Review collaborative relationships with the School of Public Health and the College of Education to address critical issues of human capital development, health disparities, and strengthening communities.

History

9 Ideals

SUAPP strives to offer increased quality and quantity of urban research as well as improve teaching by:

- 1 Increasing interdisciplinary research, service and teaching between programs
- 2 Increasing autonomy and visibility of professionally-based programs
- 3 Supporting the urban missions and goals of The University of Memphis
- 4 Coordinating urban outreach activities
- 5 Enhancing application of service learning
- 6 Providing a mechanism to maintain continuing education and training programs
- 7 Offering a forum for interdisciplinary degrees and/or certificate programs
- 8 Creating a structure for development and implementation of a Ph.D. program in social sciences
- 9 Developing a mechanism for administration of internships and extern-

Origin stories often take on mythic qualities in our culture--every net startup has a garage where all the magic began and all great organizations were first a gleam in one great person's eye. SUAPP was born when The University of Memphis began to look for ways to capitalize on its unique position as an urban institution in a mid-sized city surrounded by rural areas in three different states. Much research and scholarship is tied into the needs of these rural and urban communities, but there was no clear way for communities to find overlapping interests.

IN THE BEGINNING

In the late 1990's the College of Arts and Sciences had several departments with long and successful histories in community outreach. Seeing a connection, in the fall of 1997, the Dean of the College of Arts and Sciences, Ralph Faudree, proposed the formation of an interdisciplinary "school" within the College of Arts and Sciences related to urban issues and policy. He felt, if put together, these units could focus on urban issues and link the teaching, research, service, and outreach efforts to the unique needs of the Mid-South.

After consideration and study, the Tennessee Board of Regents approved The School of Urban Affairs and Public Policy (SUAPP) in June 1999. It agreed that SUAPP offered an opportunity to provide enhanced, broad-based, interdisciplinary programs with a greater regional impact, while at the same time, foster interdisciplinary scholarship for national and international audiences.

FINDING A HOME

At the time of its inception, the five units comprising SUAPP were located in three different buildings on campus. Locating a facility for the new School was of primary importance. The University settled on McCord Hall, which at the time housed Purchasing, Travel, and Auxiliary Services and was used for storage. The first three SUAPP programs moved into offices on the second floor in June 2000 and over the next three years as floors were emptied, cleaned, and wired for new occupants, the faculty and staff of the remaining programs moved into the building.

DAY-TO-DAY OPERATIONS

The five academic units in The School of Urban Affairs and Public Policy continued to operate their current degree programs along with their respective research and outreach activities. Each unit maintains autonomy in managing curriculum, research, outreach, faculty, staff, and budgets while engaging in collaborative efforts to improve the quality of education and the quality of life in the region.

While interdisciplinary focus is integral to the School's goals, it is equally important that the disciplinary units within the School maintain their individual identities. To ensure this continuity, each of the participating units sustained the course work and the degree programs they previously provided, concentrating specifically on developing students with critical thinking skills. Faculty members are encouraged to pursue interdisciplinary research projects, and provide outreach in a manner consistent with University guidelines and expectations. The accredited units likewise maintain the discretionary authority they require for accreditation.



About

Proximity allows cities to be efficient and facilitates the exchange of creative ideas. As an urban institution, The University of Memphis is capitalizing on the phenomenon of proximity with the work of SUAPP. The school links existing units within the College of Arts and Sciences to create alliances focused on urban and regional issues while developing an interdisciplinary body of knowledge.

SUAPP was originally comprised of five academic units: Division of City and Regional Planning, Department of Criminology and Criminal Justice, Division of Public and Nonprofit Administration, Division of Social Work and Division of Health Administration which, in the ninth year, was moved to the newly created School of Public Health. Each program's objectives and accomplishments are detailed in this anniversary report.

In addition to the academic units, SUAPP also is home to five research centers, which work directly in our Mid-South communities. The five research units are: the Center for Community Building and Neighborhood Action (CBANA), The Regional Economic Development Center (REDC), The Mid-South Planning and Zoning Institute, the Mid-South Survey Research Center (MSRC), and the Crisis Intervention Team (CIT).

Over the last decade, SUAPP, which is comprised of more than fifty dedicated faculty and staff, has focused its efforts in three main areas:

- **Community Based Action Research:** Active areas with primary leadership include Human Services (Division of Social Work), Housing and Neighborhoods (CBANA, City and Regional Planning), Public Services (Public and Nonprofit Administration), Public Safety (Criminology and Criminal Justice), Community Health (Health Administration & Criminology), Small Business Development (Regional Economic Development Center), Social Problems (Social Work), and Quality of Life (Planning & Nonprofit Administration).
- **Civic Engagement and Leadership:** Active relationships with community institutions (government and nonprofit), as well as leadership roles in urban governance and accountability, social entrepreneurship, human rights, and civil society in city and regional change. Each of the five units within SUAPP, as well as CBANA, REDC, and the Policy Academy offers ongoing professional leadership and development programs.
- **Community Health:** Active areas with primary leadership include Health Administration (MHA), long-term health care (MHA), comprehensive data on child health (Criminology, Social Work, and CBANA), health care delivery, health disparities and community outreach (MHA), and foster child care (Social Work).

These distinctive, yet interrelated units, work together to prepare individuals to assume community leadership roles, provide assistance with issues confronting communities, and emphasize community-oriented, multidisciplinary research within a global perspective. Our goal is to utilize engaged scholarship, teaching, professional training, and outreach to make a difference in quality of life.



5 Benefits

An Interdisciplinary focus allows us to:

- 1 Encourage collaboration among the units represented in the school
- 2 Develop new opportunities in faculty, staff, and student scholarship and outreach
- 3 Develop alliances with other units within the College of Arts and Sciences
- 4 Pursue grant opportunities and other funding resources
- 5 Forge strong linkages with the community

About Faculty & Staff

10 Top Ten of the Decade

Selected in 2009 as one of the top ten individuals whose contributions most impacted the city of Memphis over the last decade, Richard Janikowski's strategies guided by data and statistics have proven successful in the reduction of crime. Janikowski worked with the Memphis Police Department to establish Operation Blue C.R.U.S.H. (Crime Reduction Utilizing Statistical History), an officer deployment strategy based on the spatial distribution of crime numbers. Blue C.R.U.S.H. was initiated in 2005 and its success suggested a need for a sustained and integrated approach to law enforcement. The strategy uses statistical data to pinpoint crime "hot-spots," which are then analyzed in partnership with the University's Center for Community Criminology and Research. Cutting edge technologies support this results-oriented philosophy to create effective policing and a reduction in crime.

Awarding Engagement

Over the past decade, The University of Memphis, as an engaged-urban research institution, adjusted its mission to better serve metropolitan, state and national communities. In light of this mission, The University of Memphis initiated the Excellence in Engaged Scholarship Award in 2005.

The award recognizes scholarship that addresses the concerns of the university's communities by creating opportunities and partnerships. This prestigious recognition honors academic projects that engage faculty members and students in a sustained manner with community groups and partners. The partnerships connect community goals with University and College academic outreach, furthering productive relationships between the university and the community and resulting in need-inspired, engaged research, peer-reviewed collaborative reports and publications, and enhanced opportunities for external funding. Four of SUAPP's faculty members have been honored to receive this award.

In 2005, Dr. Stan Hyland was recognized for his commitment to improving the quality of life in Memphis and surrounding Mid-South communities. He joined the University of Memphis faculty in 1976 and directed research for the Lower Mississippi Delta Development Commission in addition to coordinating university outreach in various neighborhoods throughout Memphis. He has also been actively engaged in participatory action research with the Urban Child Institute of health disparities in inner-city neighborhoods. Dr. Hyland is currently the head of SUAPP.

Two years later, in 2007, two SUAPP faculty members received the Excellence Award. At the time of this honor, Richard Janikowski and Dr. Phyllis Betts, collectively, had more than ten years of experience in community-based research and problem solving. Their community-based collaborations to address crime, housing, and predatory lending have led to the development of projects such as Blue C.R.U.S.H., crime intervention and analysis, Memphis Safe Neighborhoods, the Sexual Assault Project, Court Watch, and Problem Properties Collaborative.

SUAPP faculty continues to roll up their sleeves and engage themselves within the community. In 2009 another faculty member of SUAPP, Dr. Dorothy Norris-Tirrell, was awarded the Excellence in Engaged Scholarship Award. Since her arrival at the university in 1993, her teaching, scholarly and outreach agendas have come together to advance the theory and practice of nonprofit organization and administration. Her focus has been on strengthening the capacity of local nonprofits with an interest in evaluation, academic and collaborative processes.

SUAPP Staff

What makes SUAPP work effectively is its talented, accomplished and effective administrative staff. The hard work and dedication of these individuals enables the school to maximize its cross-disciplinary collaboration.



Kim Brown



Latika M. Jones



Pam Murray



Vickie Peters



Kim Tucker



Emma Weaver

Engaged Scholarship



(1) involves academic projects that engage faculty members and students in a sustained manner with community groups; (2) connects university outreach with community organizational goals; (3) furthers productive relationships between the university and the community; (4) results in need-inspired basic and applied research; and (5) results in excellence in engaged scholarship through such products as peer-reviewed publications, peer-reviewed collaborative reports, and external funding.

Strengthening Communities Initiative

5 Projects

2009 SCI grants:

- 1 ***The Smallest User:*** Two neighborhoods, working with the University's journalism department, will compete to see which can be more energy-efficient
- 2 ***Heritage Tourism Resident Training Program:*** Victorian Village Inc., will work with the Department of Architecture to create a curriculum about its history that will be used to train public housing residents as tour guides
- 3 ***Cultural Heritage of the African American Community Exhibit at Chucalissa:*** Students will work with the Department of Anthropology to build an exhibit highlighting the area's cultural heritage
- 4 ***Old Town Millington Vision Planning:*** Millington Community Court Services will work with the Department of Architecture to create a plan to revitalize the oldest neighborhood in Shelby County.
- 5 ***Engaging the Latino Population:*** Binghampton CDC will work to involve the Latino population in community development activities.


**Strengthening
Communities**

A key component to engaged scholarship is a real-world application of research. The Strengthening Communities Initiative (SCI), created in 2006, funds collaborations between faculty and community members. This unique program, itself a collaboration with the Community Foundation of Greater Memphis, the United Way of the Mid-South and The University of Memphis, strives to attack and address persistent problems such as safety, housing, health, transportation, education, and economic development in many Memphis neighborhoods through innovative capacity building approaches.

SCI established a national model for strengthening communities by pairing university faculty with community organizations to target the needs of neighborhood residents. Prior to SUAPP's involvement, funding for neighborhoods was fragmented and focused on one-time events instead of projects with the capacity to facilitate long-term change. SCI is entering its third year of operation and in January received nearly 30 applications for its second round of grants. In July 2008 the initiative awarded grants totaling \$76,980 to five projects and in July 2009 an additional five projects were awarded (see sidebar).

Each project team includes a full-time faculty member from diverse disciplines including anthropology, engineering, and architecture. These faculty partners serve as content experts to expand the capacity of organizations by implementing neighborhood-based projects that are crafted from resident input and participation. The first round of grant recipients completed their projects in January 2010.

"It has been a tremendous joy to see how successful some of the SCI programs have been," said Dr. Stanley Hyland, who oversees SUAPP's administration of the Initiative. "The Initiative is a shining example of our university fulfilling its urban mission."

SCI provides numerous real-world experience opportunities for students who participate in the award selection process, budgetary administration, evaluation of the program, and work with faculty on individual projects. In fact, several U of M courses have been involved in the development, documentation, and evaluation of the SCI grants and program.

In September 2010 a summit designed to target practitioners and academics will be held to disseminate the results of the SCI projects and explore options for future directions. The summit will promote the awareness and dissemination of practical scholarship about neighborhood-based design with funding and support through a \$25,000 grant SCI received from the National Endowment for the Arts.



SCI fosters collaborations between the University and local organizations, which moves students and faculty out of the classroom and into neighborhoods

South Memphis Renaissance

Memphis is home to more churches per capita than many other cities in the United States. This large number of congregations provides a singular opportunity for The University of Memphis. In the fall of 2008, the Director of the Division of City and Regional Planning, Dr. Kenneth Reardon, initiated the university's involvement in the efforts of a congregation to revitalize its neighborhood in South Memphis.

The South Memphis Renaissance Collaborative (SMRC) is a unique faith-based venture between the University, St. Andrew AME Church, The Works Inc. Community Development Corporation, The Hyde Family Foundations, Self Tucker Architects, and the Memphis Regional Design Center to develop and execute a revitalization plan for this historic area.

The primary purpose of the SMRC is to encourage the formation of public/private development partnerships that can successfully undertake the kind of ambitious, local economic and community development projects that can visibly enhance the quality of life for local residents, and create a healthy, sustainable South Memphis. In the fall of 2008, 22 area businesses, religious institutions, service organizations, and civic associations came together as a Steering Committee to guide the development of a detailed revitalization plan for current and future residents of South Memphis. With the support of Dr. Shirley Raines, President of The University of Memphis, and the invaluable assistance of students and faculty from the university's anthropology, architecture, and city and regional planning programs, the information required to develop a data-driven and community-supported plan was collected and analyzed.

During the Fall of 2008 and the Spring of 2009, more than ninety University of Memphis students worked with approximately 400 residents and leaders toward addressing the following development objectives:

- Enhance the urban environment through a clean-up and beautification campaign
- Promote family health and wellness by improving access to community-based health education, wellness, and primary medical care
- Expand entrepreneurial and employment opportunities
- Create quality affordable housing options
- Nurture strong children, families, and neighborhoods by eliminating missing links in the neighborhood's social service delivery system
- Improve public safety through a resident-initiated crime prevention program
- Improve mobility, accessibility, and connectivity through improved transportation

The resulting plan includes long- and short-term projects and is unique in that its process has allowed the community to come together and develop a unified vision for the neighborhood. The process not only creates avenues for innovation, but also sparks new partnerships and collaborations that build consensus on the future of South Memphis.

This all comes at a crucial time for South Memphis, which following a long period of disinvestment and decline, has begun to experience the beginnings of an exciting and much needed rebirth, or renaissance. During the past ten years, two dozen new homes and an eighty-unit apartment community have been constructed and scores of existing homes have been rehabilitated by The Works, Inc., the Community Housing Development Organization founded by St. Andrew AME Church. Dozens of block associations have been formed to combat crime through the efforts of the South Memphis Alliance.

Conference

CDS in Memphis

In the summer of 2009, SUAPP hosted the Community Development Society's 41st Annual International Conference, centered on Celebrating Community: Creating Hope in Uncertain Times. The conference offered an opportunity to showcase the University's involvement in its surrounding communities. Two SUAPP faculty members presented their projects to the CDS:

South Memphis Renaissance:

In recent years, South Memphis has been at the heart of revitalization with new public and private development, including a Hope VI project, the Stax Museum of American Soul Music, and the Soulsville Charter School. This mobile learning workshop examined the rebirth of this community through a panel led by Dr. Kenneth Reardon.

Strengthening Communities Initiative: A Model of University-Community Collaboration: This panel provided an overview of the SCI with special emphasis on how the program can be implemented in other locations. The collaboration between nonprofit funding organizations and academic institutions with the goal of building up neighborhoods is an ideal outcome of engaged scholarship. The panel was led by Dr. Dorothy Norris-Tirrell.

Division of City and Regional Planning



The 48 hour Master's degree in City & Regional Planning prepares students for careers concerned with the physical development of communities, and the interaction of that development with the social, economic, and environmental well-being of communities. The program is fully accredited by the Planning Accreditation Board.

Division of City & Regional Planning

Moving to the Middle: Division Establishes the Mid-Sized Cities Policy Research Institute

Much of the current scholarship and research in urban planning is focused on large cities like New York or Los Angeles, but there are far more mid-sized cities with unique challenges. The University of Memphis' Division of City and Regional Planning seeks to remedy this situation through the newly-established Mid-Sized Cities Policy Research Institute.

The Institute is being launched to promote interdisciplinary, policy-relevant research on the unique urban policy challenges and opportunities confronting communities with populations ranging between 50,000 and 1,000,000.

Dr. Jeffrey Lowe, visiting associate professor and assistant director of the Institute, is developing an ambitious research program designed to shed light on critical issues confronting mid-sized cities. These issues include, but are not limited to, preferred economic development strategies; municipal government reform efforts; best practices in public school reform; innovative approaches to the foreclosure crisis; and alternative methods of down/right-sizing.

The institute will include the formation of a national policy board comprised of mayors, urban scholars, and national policy makers committed to documenting and analyzing existing conditions and promoting positive change in mid-sized cities through the production of cutting-edge public policy research. The Institute has the potential for international connections with the Canadian and European research centers focused on origins, evolution, and future of mid-sized cities globally.

A necessary component of the institute is the establishment of a high quality, policy-oriented, publication series to disseminate the latest policy-relevant research on public policy issues affecting the quality of life in Mid-Sized Cities. The Institute will also organize a biannual policy conference that will focus on social innovations emerging from the collaborative research, planning, and development efforts of local residents, institutional leaders, and elected officials addressing critical environmental, economic, and social problems in Mid-Sized Cities .



Dr. Jeffrey Lowe, Assistant Director, Mid-Sized Cities Policy Research Institute



Community Touch

The Division of City and Regional Planning maintains and creates connections with the community through its research, outreach, and training institute.

- 1 The Regional Economic Development Center (REDC)** is the research and outreach arm of the Graduate Program in City and Regional Planning. REDC has been conducting applied research and providing technical assistance to public and private sector clients in Middle and West Tennessee since 1967. REDC serves as an urban and regional laboratory for both students and faculty.
- 2 The Mid-South Planning and Zoning Institute** presents a day-long conference each year for citizen leaders, elected officials, planning commissioners, zoning boards, and planning professionals. The purpose of this conference is to facilitate a better understanding of critical issues in land use planning and policy. Nationally recognized experts form the faculty of the conference and explore critical issues in planning the future of neighborhoods, towns, cities, counties, and regions in the Mid-South.

Faculty



Dr. Kenneth Reardon, Director



Dr. Reza Banai, Professor



Gene Pearson, Professor Emeritus



Steve Redding, Research Professor



Dr. Susan Roakes, Associate Professor



Dr. Charles Santo, Assistant Professor

Division of City & Regional Planning

Safe Routes

Frayser Elementary School was awarded \$250,000 by the Tennessee Department of Transportation's Safe Routes to Schools (SRTS) Program to formulate a comprehensive plan addressing the needs of an inner city walkable neighborhood. Dr. Susan Roakes, Associate Professor of City and Regional Planning, and her students coordinated a number of planning meetings with multiple project partners. This collaborative effort created a Safe Routes program focused on safety and convenience for the Frayser community.

Engineering activities for Frayser include a raised median, two crosswalks, and three restriped crosswalks. Education activities include programs to develop an age-appropriate curriculum with lesson plans that use games and puzzles, whereby children are encouraged to make appropriate choices in described scenarios.

Frayser is an area seeking to revitalize itself through building neighborhood organizations, dealing with crime, overcoming physical obstacles, improving community health, and enhancing educational opportunities. This project addresses concerns about the safety of children attending Frayser Elementary and is a significant step in neighborhood capacity building.

Memphis Music Magnet: Connecting Creativity, Community Development

Civic leaders are increasingly incorporating references to creativity in their community and economic development lexicon. Motivated by a perceived disconnect between the rhetoric and practice of planning, a group of graduate city planning students, under the direction of Dr. Charlie Santo, engaged in a workshop course to explore the relationship between creativity and community development. The class sought to develop a tangible, place-based approach that would explicitly and appropriately link creativity, arts and culture to neighborhood revitalization in Memphis. The outcome is a unique revitalization concept that focuses on music, the most recognizable representation of Memphis' creative heritage and a strong element of the city's current culture.

The purpose of the Memphis Music Magnet is to create neighborhood-level change by attracting and supporting musicians and by using music as a tool for community engagement. The concept proposes targeted homeownership incentives and housing programs for musicians, and the development of original neighborhood-based music amenities.

The city's Soulsville neighborhood provides an ideal setting for this unique approach because of its historic and organic connection to music. The neighborhood, once anchored by Stax Records, is regarded as the "birthplace of American soul music" and has been home to talents like Aretha Franklin, Booker T. Jones, and David Porter. Soulsville is currently among Memphis' poorest neighborhoods, but has seen significant renewal in recent years, anchored by key developments and the efforts of strong neighborhood institutions and organizations.

The students' efforts evolved through broad-based collaboration with Soulsville residents, neighborhood institutions, local musicians, and industry representatives, and are being carried forward by a working partnership led by the Soulsville Neighborhood Association.

Award Winning

The "Environmental Systems Enhancement Plan for the Mississippi River Corridor in Tennessee" was named one of three winning finalists for the University Economic Development Association's Award of Excellence in Community Development. The plan was prepared by planning faculty and researchers with the Division's Regional Economic Development Center.

Comprehensive Plan

One of the hallmarks of the City and Regional Planning program at the University of Memphis is the real-world projects students undertake. For much of the last decade, planning students have worked closely with the neighborhood surrounding the university.

In 2009, the University Neighborhood Development Corporation (UNDC) and The University of Memphis presented a student-prepared, comprehensive neighborhood plan to the Memphis and Shelby County Land Use Control Board. Once it is finalized, the first step will be to make infrastructure and streetscape improvements to Walker Avenue, where several prominent businesses and restaurants serving university students are located. With the help of national experts, the UNDC hopes to make Walker a model for the rest of the University District.

Department of Criminology & Criminal Justice



The department offers a Masters and Bachelors of Arts. The Department of Criminology and Criminal Justice emphasizes research, scholarship, service, and community outreach. The faculty provides outstanding instruction on the causes of crime, intervention strategies, program evaluation, and issues of social justice. Members of our faculty have received national recognition for their work, have obtained a wide range of research grants, have engaged in national and international outreach and service, and have won a number of teaching and advising awards at the University.

Department of Criminology & Criminal Justice

Uno

Caminos Derechos

Wayne J. Pitts, Ph.D., developed this program to recruit and train qualified, culturally competent, bilingual graduates to work in the criminal justice field. Due to a shortage of qualified applicants who speak English and Spanish, existing resources are strained and questions are raised about the ability of the system to respond to basic human needs and rights. Caminos Derechos addresses these issues by implementing a multi-tiered strategy to improve contextual learning opportunities for criminal justice students and strengthening ties to the local Latino community.

The department encourages students to cultivate their language skills by offering bilingual courses and study abroad opportunities tailored for the field of criminal justice. The program makes the department a credible source of information on Latino issues and bridges the gaps between criminal justice and social service agencies. Caminos Derechos works closely with the Mid-South Latino community, contributes to local Spanish language newspapers, and offers subject matter expertise on issues of immigration and the American criminal justice system.

Teaching Officers to De-escalate

In 1987 an event occurring between a young, male, public housing resident in Memphis, Tennessee and the local police force reshaped the way citizens and public officials viewed the methods of dealing with mental health crises. The Mayor of Memphis sought a partnership between the National Alliance on Mental Illness (NAMI), local police officers, community mental health practitioners, hospital administrators, church officials, and university leaders. The task force that developed out of this partnership created what came to be known as the Memphis Model, a Police Department Crisis Intervention Team (CIT). CIT is an innovative police based first responder program of pre-arrest jail diversion for those with untreated and unregulated mental illnesses. The University of Memphis' CIT Center and two of the early leaders in crisis intervention, Dr. Randolph Dupont and Major Sam Cochran, provide technical assistance to municipal law enforcement agencies throughout the nation interested in incorporating the CIT model. This voluntary response program is based in the patrol division of law enforcement agencies and works with mental health care providers to offer a system of services beneficial to individuals with mental illness, their families, and police officers.

CIT has been nationally recognized as a best practice model used for de-escalating crisis situations and reducing the likelihood of injury from misdirected and uncontrolled violence. The empathy and advanced technical skills of CIT trained officers have effectively diverted numerous individuals experiencing mental health crises away from jail and into appropriate mental health settings. CIT training assists law enforcement officers by reducing the negative stereotypes and stigma surrounding mental illness and by offering positive perceptions, increased confidence and decreased injury rates.

Core elements contributing to the success of CIT programs are ongoing, operational and sustaining. They form the structure for a program that has been repeated and recognized in communities throughout the nation. The ongoing elements of CIT center on community and professional partnerships and planning according to local needs to develop strategies and additional partnerships that will further their goals. A large network of stakeholders maintains a critically designed set of guidelines composed of law enforcement policies, systematic partnership infrastructures, and procedures for mental health providers. Operationally, the CIT program coordinates law enforcement officers and dispatchers in tandem with mental health, program, and advocacy coordinators to establish an innovative crisis intervention curriculum that fully encompasses the complexities and differences between mental health and law enforcement fields. Specialized training allows correct recognition of and response to crisis situations and specialized emergency care requiring on demand access eliminates clinical barriers. Continuous research and evaluation of the CIT model reflects community consensus that the accuracy of healthcare referrals has improved, increasing treatment continuity and improving the treatment outcomes.

Faculty



Dr. Randolph Dupont,
Chair



Dr. Phyllis Betts,
Associate Professor



W. Richard Janikowski,
Associate Professor



Dr. Wayne J. Pitts,
Assistant Professor



Major Sam Cochran,
Instructor



Dr. K.B. Turner,
Associate Professor &
Graduate Coordinator

Department of Criminology & Criminal Justice

Hands on Learning, Hands on Fun

The Criminal Justice Student Association (CJSA) was organized in 2005 to create opportunities for students to learn more about the field of criminal justice, make professional contacts, and explore career options. Under the sponsorship of Dr. Wayne J. Pitts, student and faculty interaction is promoted and students have the opportunity to participate in extracurricular activities that enhance their knowledge about criminal justice. Some of these ongoing opportunities include:

- Auxiliary Probation Service: Provides hands on supervision of juveniles on probation in Memphis and Shelby County.
- Memphis Police Department, Ridin' with MPD: This program is designed for juniors and seniors intending to pursue careers in law enforcement.
- Regular opportunities to observe hearings at Shelby County District Court.
- Lock-up-and-Learn: Every week there are opportunities to get a one-on-one look at the Penal Farm or the jail facility at 201 Poplar. Many students rank this among their most positive experiences outside of class.
- The CJSA Student Paper Competition: Promotes quality undergraduate scholarship within the department and provides submissions to the National CJ Association.



Foreclosure Data

Phyllis Betts and the Center for Community Building and Neighborhood Action (CBANA) are earning national recognition for their work on mortgage lending, foreclosure, and neighborhood stabilization. Working with the Community Development Council of Greater Memphis for the past four years to analyze Home Mortgage Disclosure Act data, the ongoing research is now integrating foreclosure and other real estate transaction data to create a parcel-level Geographic Information Systems-based neighborhood tracking system.

The system is a key component of InfoWorks Memphis

Community and Neighborhood Indicators (a web-based information portal to be rolled out in the spring of 2010). It will overlay demographic, social, and physical survey data (from CBANA's "Neighborhood by Neighbor" Survey) with real estate data to gauge neighborhood change and housing market dynamics, and support community based housing and neighborhood interventions. Locally, Betts and CBANA's research on housing and neighborhoods links research with action through special initiatives sponsored by The Urban Child Institute, the Memphis Police Department, the City of Memphis Division of Housing and Community Development, the Shelby County Office of Early Childhood and Youth, the State of Tennessee, the Community Foundation, the Assisi Foundation, and United Way. In addition, special projects with local non-profits such as Bridges, Agape have been established, and multi-faceted work with community development corporations has continued.

Nationally, Betts' work on foreclosure and housing markets has been published and featured by The Brookings Institution, The Urban Institute, the Federal Reserve Bank, PBS, and the Wall Street Journal. She was recognized with the UM Award for Excellence in Engaged Scholarship in 2007, and was recently elected to the executive committee of the National Neighborhood Indicators Partnership. Here, lead institutions from thirty-three cities innovate new applications for neighborhood-level data in public policy.

Faculty



Dr. Yaschica Williams,
Assistant Professor

Photos Unavailable for:

Donna Huddleston,
Instructor and Undergraduate Advisor

Dr. Margaret Vandiver,
Professor

Dr. David J. Giacomassi,
Professor

[illegible]

16

Division of Health Administration

Day One Program Prepares MHA Students for Careers

This unique leadership development program for the graduate students in the Masters of Health Administration program at The University of Memphis equips students with experiences that will assist them in developing personal and professional leadership skills and enable them to be effective on “Day One” of their chosen careers.

As a stimulating and community-centered program of engaged leadership, the goals of the Day One program are to:

- Develop personal and professional leadership skills.
- Expose students to the Memphis community and expand their awareness of its strengths and challenges
- Facilitate relationships between community leaders and emerging professionals
- Retain Memphis talent in the local workforce

Throughout the program, the students interact with community leaders and engage in a set of unique experiential learning opportunities. These learning activities build relationships between community leaders and emerging young professionals, which has the potential to increase leadership engagement and retain a talented workforce for the Memphis and Shelby County communities.

Students in the Day One program participate in ongoing initiatives during a ten-month academic year, involving monthly scheduled activities including forums in effective business communications, community connectors with Leadership Memphis, business writing/presentation skills, coaching and facilitation skills, etiquette/protocol workshops, effective resume writing, and more. The goal is to equip students with the tools necessary to effectively engage with potential employers and businesses. Funding for Day One was partially provided by members of the MHA Program Advisory Board and the Medical Group Management Association (MGMA).

Recently, the second MHA class to participate in the Day One program attended a three day team-building and leadership training experience at Team Trek in Arkansas. Members also participated in a dinner where students were provided instruction on effective networking and professional etiquette at business functions.

Another successful part of the program has been a day of demonstration on presentation and high impact communication skills. The students responded overwhelmingly positively to the event!



5

 Million Dollars

Partnering to Lead



In 2001, Methodist Healthcare and The University of Memphis created a unique partnership

for development of a number of educational programs for Methodist and Le Bonheur employees. The first \$1 million of the \$5 million grant from LHS, Inc. helped found the Methodist Healthcare/Maurice Elliott Leadership Institute as part of the Department of Health Administration. It focuses on healthcare management and leadership.

Mr. Elliott became CEO of Methodist Healthcare in January of 1990 after having served the organization since 1987 in a number of senior management positions.

As part of the Elliott Leadership Institute, Methodist sends its managers through a specially designed curriculum that focuses on the development of core leadership competencies.

“The creation of the Maurice Elliott Leadership Institute in Health Administration is a sterling example of the ‘investing in people’ and ‘partnership’ initiatives at the University of Memphis,” said Shirley Raines, President of The University of Memphis.

Division of Health Administration

MHA Leaves SUAPP, Joins SPH

In the fall of 2009, the Masters of Health Administration program (MHA), which has constituted with SUAPP since its inception, came under the academy of the newly organized University of Memphis School of Public Health (SPH). The MHA program is the only one in the State of Tennessee and one of only 70 programs in the nation accredited by the Commission on Accreditation of Healthcare Management Education (CAHME).

The move is designed to strengthen connections between the University's outstanding health programs. "The Division of Health Administration has been an integral part of the first ten years of SUAPP. Through their development of critical partnerships with hospitals and healthcare providers in the Mid-South they have opened up numerous opportunities for collaboration with the community that will be built upon for the next decade," said Dr. Stan Hyland, Head of SUAPP in speaking about the move. "

The MHA program traces its inception to Dr. Joy Clay, one of the professors in the Public Administration program. She was influential in recognizing the demand for a stand-alone MHA program at The University of Memphis in 1992. This vision became a reality in 2007, the Tennessee Higher Education Commission approved the formation of SPH. With their existing relationship with Methodist Healthcare's Maurice Elliot Leadership Institute (ME-LI), the MHA program was a natural fit with the newly established SPH. "It's an exciting time for us," said MHA Director Dr. La Don Jones of the move, "But we're looking forward to making new connections at the School of Public Health while maintaining the effective relationships we've built through our work as part of SUAPP." Currently the MHA program still has its offices in McCord Hall and plans to relocate in the fall of 2010.

Jones Named Maxine Smith Fellow

Dr. La Don L. Jones was selected to participate in the Maxine Smith Fellows Program of the Tennessee Board of Regents (TBR), the governing body for 45 universities, community colleges, and technology centers throughout the state. Jones is an associate professor of health education and the director of the master of health administration program, which was recently moved to the University's School of Public Health.

The goals of the Maxine Smith Fellows program are to provide African-American employees of TBR schools the opportunity to increase their academic and professional credentials; to allow Fellows to observe and participate in decision-making situations; to provide Fellows the opportunity to experience how policy is made at the institution, senior administrative, and governing board levels; and to increase the number of qualified applicants from under-represented groups for senior level administrative positions at TBR schools.

Miss Missouri

Tara Osseck, a Masters of Health Administration student, was crowned Miss Missouri 2009 and will compete for Miss America in 2010. "When I first started competing in this competition, someone once told me that whoever can last the longest will walk away with the crown, and they were right, because it's been physically draining to get here," Osseck said. Her platform is teaching youth the importance of education and goal setting, and the dangers of tobacco use and eating disorders.



During the ten-month program, Jones' mentor will be Dr. Richard Rhoda, executive director of the Higher Education Commission (THEC).

"My goal is to develop more opportunities within the state to help the U of M achieve its mission of developing even more dreamers, thinkers and doers," said Jones.

Jones earned a bachelor of professional studies degree from the U of M in 1988. He also received a master's degree in health administration and a doctorate in health services, both from the University of Alabama at Birmingham.

Faculty



Dr. La Don L. Jones,
Director



Dr. David Burchfield,
Associate Professor



Ms. Brenita Crawford,
Assistant Professor



Dr. David Rosenthal,
Associate Professor

Division of Public & Nonprofit Administration



Our undergraduate and graduate programs blend critical thinking and analytical skills to prepare individuals to lead in public service organizations. Students gain the competencies necessary to manage information, people and money in an environment driven by the desire to make a difference in their communities, their nation, and their world. We take pride in the successes of our alumni, now numbering over 500. Our graduates are leading dynamic service organizations, from city, county, state and federal agencies, community-based institutions and charities to museums, hospitals and foundations. They work at all levels of government, as well as in nonprofit management, teaching, and research positions.

Division of Public & Nonprofit Administration

Philanthropy American Humanics

The Institute for Philanthropy and Nonprofit Leadership (IPNL) leverages the expertise and dedication of faculty, staff and community partners through collaborative research. IPNL focuses on issues of local interest and facilitates greater understanding of the nonprofit sector, its operations and practices, and the missions served by this vital group of organizations. Current research includes:

- Understanding the Non-profit Workforce: Human Resource Practice in the Mid-South
- Responding to Economic Uncertainty: A Survey of Mid-South Nonprofit Executives

More and more, today's students are drawn to careers in the nonprofit sector. Growth in the sector, competitive benefits and salaries and a chance to make a difference are all reasons students are attracted to nonprofit work.

The American Humanics (AH) Nonprofit Management and Leadership Certificate Program at the University of Memphis is an innovative approach that compliments any major course of study. The program curriculum is designed to prepare undergraduate and graduate students for careers in the nonprofit sector. The program offers hands-on leadership opportunities and extensive exploration of nonprofit organizations through internships, volunteer opportunities, student Association activities, and professional development workshops.

Students in AH get involved in their communities. Past events include a Hunger Awareness Food Drive, which donated enough food for 619 meals to the Memphis Food Bank and a book drive that provided reading materials for Special Kids and Families, a nonprofit organization that provides services for children with special needs.

As part of the certificate program, students participate in the American Humanics Management/Leadership Institute (AHMI), a national symposium in nonprofit studies. AHMI is the capstone educational experience for college students earning AH Certification in Nonprofit Leadership and Management. It is a unique opportunity for AH students to network with nonprofit executives, participate in case studies and a national collegiate dialogue, attend workshops led by experts in nonprofit studies, and participate in interviews for nonprofit professional positions. In addition, the Advanced Practitioner Seminar at AHMI provides programming for entry to mid-level nonprofit leaders as well as faculty and graduate students.



Susan Schmidt,
Executive
Director,
American
Humanics

Faculty Achievements

Engaging Award

Sixteen years ago when Dr. Dorothy Norris-Tirrell arrived at the University of Memphis, she was tasked with creating a nonprofit administration concentration for the Master of Public Administration degree. The results have been phenomenal. Today the Division of Public and Nonprofit Administration offers a concentration and certificate in nonprofit administration at the graduate level, as well as an undergraduate minor and certificate program in nonprofit management.

As a direct result of her focus on nonprofit administration, opportunities in the community for engaged scholarship have increased for both students and faculty. In recognition of her commitment Dr. Norris-Tirrell received The University of Memphis Excellence in Engaged Scholar-

ship Award at the 2009 Faculty Convocation.

Among her collaborative and sustained partnerships is her work with the United Way of the Mid-South (UWMS) on the Standards and Accountability Committee and the Outcomes Measurement Committee. Dr. Norris-Tirrell played an integral role in reshaping the assessment systems of the UWMS and ultimately impacting the way more than 80 nonprofits in our area track the change they create in communities.

Recognizing the need for qualified board members to guide local organizations, Dr. Norris-Tirrell developed an innovative program to train community members to serve on nonprofit boards of directors. More than 300 volunteers have completed Dr. Norris-Tirrell's training sessions and gained a better understanding of the commitment and crucial role of a volunteer board of directors.

Division of Public & Nonprofit Administration

Dr. Harris Goes to Washington

In 2009, Dr. Laura Harris, Assistant Professor in the Division of Public and Nonprofit Administration, was asked to testify before the U.S. House of Representatives, the Committee on Financial Services, and the Subcommittee on Housing and Community Opportunity as part of a panel called “Academic Perspectives on the Future of Public Housing.”

“The idea that all of the work I’ve done over the last decade or so (interviewing hundreds of public housing residents around the country, reading other research on housing and welfare policy, analyzing data and more data and more data) is boiled down to a five minute talk that will hopefully make the world a better place is a little challenging.”

The testimony was an opportunity to submit and present testimony on something that Memphis is doing well: reforming the way social services are provided for public housing residents who have been moved out of public housing because of the HOPE VI redevelopment efforts. For the past four years, Dr. Harris has been evaluating the Memphis Housing Authority by following (both literally and via data) residents who moved out of two public housing projects that were demolished: Lamar Terrace and Dixie Homes.

Several graduate students have helped Dr. Harris interview fifty residents individually - and many others in focus groups over the last eight years- to learn about the challenges of finding and keeping jobs. The case management team has been creative and responsive in determining what types of job training and other assistance (like child care, transportation and health issues) individuals need in order to improve their economic situation. The local philanthropic community, spearheaded by the Women’s Foundation, is funding this effort to leverage federal dollars more effectively for redevelopment.

The point of the hearing was to provide information to Congress about lessons learned from the HOPE VI program, and to inform proposed legislation to continue and expand urban programs for places and people—namely, the Choice Neighborhoods Initiative. “Hopefully, some of the info I shared can help spread the successes here to other places,” says Harris of her experience. “I was really happy to get to report on these findings and talk about some positive stuff happening here in my hometown!”



Bright Mind

New Faculty Hire

The Division of Public and Nonprofit Administration at the University of Memphis recently hired Leigh Hersey as an assistant professor.

After working with nonprofit organizations for more than a dozen years, Dr. Hersey received her PhD in Public Administration from Arizona State University with a graduate certificate in Nonprofit Leadership & Management. Her fundraising experience provides the foundation for her continuing research in philanthropy.

Dr. Hersey brings the nonprofit and public administration disciplines together through her research on the intersection of public and nonprofit organizations and her interest in the role nonprofits play in the public policy process. Dr. Hersey was an active volunteer in the Phoenix area and is looking forward to becoming embedded in Memphis.

“One of the things that drew me here is the university’s commitment to community engagement. It’s a natural fit with my interests and one aspect in which I am looking forward to participating.”

Faculty



Dr. Dorothy Norris-Tirrell
Director



Dr. Joy Clay,
Associate Professor



Dr. David Cox,
Professor and Special Assistant to the President



Dr. Laura Harris,
Assistant Professor



Dr. Leigh Hersey,
Assistant Professor



Dr. Charles E. Menifield,
Associate Professor

Division of Social Work



The Social Work Program at the University of Memphis is a Council on Social Work Education (CSWE) accredited Baccalaureate Program. The goal of the Program is to train entry-level social workers for generalist practice. The Program prepares its graduates for competency in a wide variety of problem areas across a wide range of client systems and diverse populations. Using a broad theoretical base for practice, the program encompasses a comprehensive theoretical perspective as a foundation to explore the various systems that influence clients' lives and to pursue additional areas of knowledge that facilitate serving clients' needs.

Division of Social Work

Conference

Every fall adoptive parents, foster parents and child welfare professionals from Tennessee gather at a conference designed to help them become the best parents they can be.



Freda Martin
Program
Director
Child
Welfare
Training

The Division of Social Work is responsible for organizing and executing this event, The Tennessee Foster and Adoptive Care Association Annual Conference, through its Child Welfare Training Center, funded by the Tennessee Department of Children's Services through a grant

More than 75 workshops are offered and it is attended by more than 1,000 foster or adoptive parents and child welfare professionals. It is known for its uniquely relevant course topics, such as teaching an appreciation for the critical role of birth parents and learning practical information about parenting children who have mental health and substance abuse issues.

Mastering Social Work

In the spring of 2009, The University of Memphis began the development of a new Master of Social Work (MSW) program. Already, the School of Urban Affairs and Public Policy, the College of Arts and Sciences, and The University of Memphis have approved this program and the MSW proposal is currently under review by the Tennessee Board of Regents (TBR).



Once approved by the TBR, the graduate program, like its Bachelors of Arts counterpart, will seek full accreditation by the Council on Social Work Education to admit the first class of students during the 2010-11 academic year.

The Master of Social Work degree program at The University of Memphis is designed to develop professional competencies, knowledge, values and skills necessary for advanced social work practice with children and families. The MSW Program will offer both full-time and extended degree options. Students may seek a full-time course schedule to complete in two years, or if they are seeking part-time course scheduling, they can expect to complete their studies in three years.

The MSW program is divided into two areas: foundation curriculum and advanced curriculum. A foundational curriculum is organized around generalist practice preparation while students are moved towards a focus. These focused curriculums include working with children and families, providing services to the poor and oppressed and establishing efforts to alleviate poverty, oppression and discrimination. Course content includes social work practice, social welfare policy and services, research, human behavior and the social environment and field instruction. While the foundation curriculum is generalist in nature, it maintains a focus on working to enhance the lives of children and families by including curriculum content on social work values and ethics, diversity, social and economic justice, oppression and ways in which social work can affect policy processes. This foundation is designed to help students develop an appreciation for a critical, scientific approach to practice, practice evaluation and knowledge development.

The advanced curriculum is designed to build on the foundation curriculum by focusing specifically on children and families, with particular attention to prevention, clinical insight, community practice, and supervision skills.



Division of Social Work

A Study of Young Fathers

Dr. Kathryn Whitted, an assistant professor in the Division of Social Work, has recently undertaken a new study of fatherhood—one specifically focusing on young fathers. This study is taking place as a part of the P4 Initiative (Program to Promote Positive Parenthood in young fathers) at the University of Memphis.

Literature suggests that increasing thought and research has been devoted to the place of fathers and fatherhood in society. However, much research on fathers and fatherhood has been conceptualized using mostly white, married, and middle class fathers, says Whitted. Non-marital, low-income, non-white, young fathers—often the subject of much societal criticism—still appear to be significantly understudied within the field. Studies on young fathers, for the most part, have examined the risk factors for teenage fatherhood along with the consequences of young non-marital fatherhood for the entire ecological system.

The pilot study seeks to reveal whether identity theory can be applied to the emergent research on young, low-income fathers. Particularly, it looks to understand whether paternal identity predicts their level of involvement with respect to child caregiving.

Whitted plans to initially recruit up to 80 young fathers from the Memphis City Schools, The Boys and Girls Club of Memphis, Shelby County Jail and Shelby County Juvenile Detention Center.

To participate in the study, young fathers will complete three survey instruments along with demographic information. Instruments to be used are the: Caregiver Self-Efficacy Scale, which measures how comfortable parents are in managing their child's behavior, providing emotional support, dealing with school related issues, providing for the child's welfare, and advocating for the child; the Parental Involvement Scale, which measures the frequency with which a parent engages in child caregiving tasks such as meal preparation, helping the child, and so forth; and a caregiving and breadwinning-reflected-appraisal inventory (CIBRAI) to measure parental identities along with each parent's perceived role expectations from the other parent. The purpose of this research is to investigate the specific subscale of identity in teen fathers.

Whitted's other current research interests are child welfare, the social and emotional development of young children, behavioral intervention strategies, bullying, and school dropout prevention.

Student Organization

After a hiatus, the Student Social Work Organization (SSWO) was re-established on campus in the Spring of 2006. During its first year, it designed t-shirts, became a registered organization, elected officers, and participated in services activities. A food/supply drive for tornado victims was organized; members participated in a number of community tours and volunteer activities in the community, and worked to improve the lines of communication between faculty and students. The SSWO also organized recognition ceremonies for Social Work Graduates each semester.

Leadership

Jerome L. Blakemore, Ph.D. is the Director of the Division of Social Work. For two years he served as the Interim Director of the African and African American Studies Program and from 2006-2009 as a Commissioner for the Council on Social Work's Commission on Accreditation. He has been with UM for ten years and is currently serving as a Visiting Commissioner with CSWE-COA.

Before coming to Memphis he was the Chair of the Department of Social Work at Loyola University Chicago. Dr. Blakemore's practice experience includes serving as an executive director and policy director of the Mental Health Association in Illinois and as the director of Quality Assurance for the Garfield Park Mental Health Center on Chicago's west side. Locally he consults with human service agencies and is the Chair of the Board of Directors for Centenary Ministries.

Faculty



Dr. Jerome-Blakemore,
Director



Dr. Gregory Washington,
Assistant Professor



Dr. Kathy Whitted,
Assistant Professor



Mr. Gary Schneider
Director of Field Placement



The Next 10 years

The tenth anniversary of SUAPP summons recognition of the goals set forth and accomplished since the conception of the idea to establish the program. With a hands-on approach, the amalgamation of academic units has established strong and engaging partnerships with communities, organizations, individuals, faculty and students among the metropolitan and regional area. These collaborative efforts have assembled a large body of research, documentation, and resolution of problems and issues inherent in the surrounding urban environment. In turn, these accomplishments, having received recognition for their success and efficacy, propel SUAPP to persevere toward expanding and strengthening its pursuits of interdisciplinary research of urban affairs and collaboration with local communities.

SUAPP: The Next 10 Years

Investing in the Future:

The dream has been realized. Three-way partnerships between faculty, students, and the surrounding community have been established and nurtured to highlight smart practices of research and innovative result-oriented practice. Over the next ten years SUAPP will continue these collaborative efforts, strengthen our presence in our surroundings, and invest in our dream by expanding how we approach our research and actions to resolve persistent urban problems.



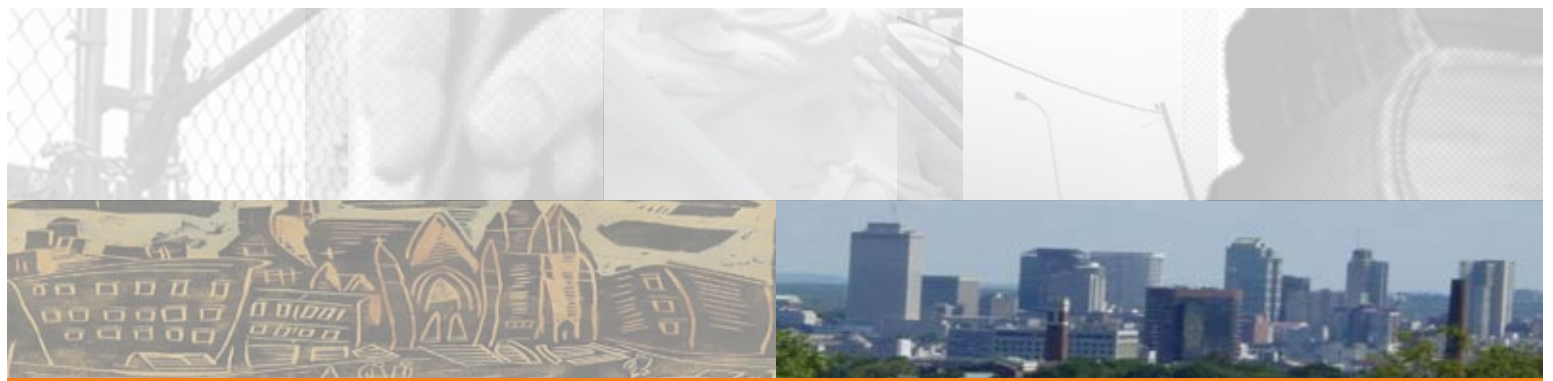
Take it to the Streets:

Faculty and professional graduates from our programs continue to prepare for work in the community by:

- Expanding academic opportunities:
 - Masters in Social Work,
 - PhD in Urban Affairs and Public Policy
- Invest in community with internships and research
- Disseminate our learning through
 - scholarly publications
 - conference presentations
 - professional training
 - community presentations
- Further invest in the community by expanding the number of funded public service internship positions

Policy Institute

Many research Institutes focus on the challenges confronting either small towns or mega-cities but, no national center is dedicated to cities with populations between 100,000 and 1,000,000. The establishment of the National Mid-Sized Cities Policy Institute will examine the unique opportunities and challenges confronting mid-sized cities, where a majority of our citizens live and work. The Institute will give special attention to the identification, documentation, and analysis of social inventions emerging from smart practices such as: the promotion of excellence in urban education, the development of sustainable urban neighborhoods, and the credit crisis confronting minority business owners within mid-sized cities.



SUAPP: The Next 10 Years

Expanding Opportunities and Strengthening Communities

Community-based Development

The expansion of programs designed to enhance the organizational, planning, development, and management capacity of community-based development organizations will continue to strengthen our region. During the past ten years, SUAPP launched a number of exciting programs designed to enhance the organizational effectiveness and efficiency of community-based organizations. The Strengthening Communities Initiative offers support to neighborhood activists and university faculty who undertake collaborative research projects designed to address critical problems affecting local communities. The Housing and Community Development Research Fellowship Program offers graduate students interested in community research, planning, and development the opportunity to enhance their community development knowledge and skills by completing a series of paid internships that challenge them to integrate classroom knowledge and skills with field-based experience.



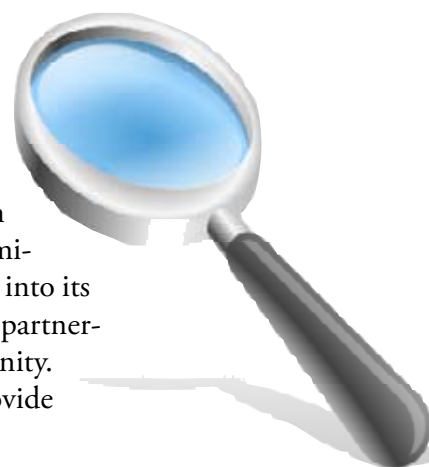
PhD Program

The creation of an interdisciplinary Ph.D. in Urban Affairs and Public Policy will assist in preparing the next generation of engaged scholars to investigate critical environmental, economic, and social issues confronting our nation's struggling urban communities and metropolitan regions. This new doctoral program will train students in the use of participatory action research methods to identify, implement, and evaluate innovative policies, programs, and projects designed to reduce the causes of social inequality on our city, region, and nation. The research, teaching, and service initiatives undertaken by students will give special attention to the role that race, class, gender, religion and ethnicity plays in reproducing uneven patterns of metropolitan development.



Bringing Change to the Community

A recent report from the Office of the Provost at The University of Memphis clearly established SUAPP's Department of Criminology and Criminal Justice as one of the most productive departments in the university. The level of productivity has resulted in national recognition for the department, its mission of social justice, its Center of Criminology Research and its Crisis Intervention Training (CIT) Center. As SUAPP advances into its second decade, the Criminology and Criminal Justice Department looks to maintain its partnerships and continue to bring innovative solutions to the challenges facing the community. The department will continue to educate its students so that they will be able to provide quality leadership.



SUAPP: The Next 10 Years

Strategic Strength

The strengthening of children, family, and community development policy-making, planning, and practice through the creation of a Master in Social Work degree and the creation of online certificates and degrees that will address the increasing need for more highly-trained professionals for the management and direction of nonprofit and public agencies responsible for improving the health, education, and welfare of low-income individuals and families within our increasingly diverse tri-state region.

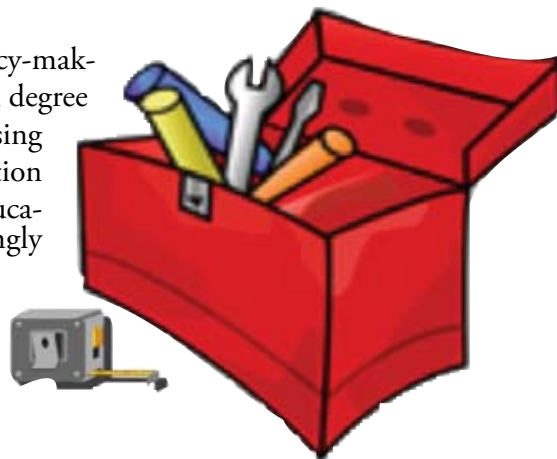


Illustration by Byron Thompson. Reprinted from the Feb. 2008 issue of Metropolis Magazine.

Making Space in the Community

The adaptive re-use of an existing off campus facility as The University of Memphis Community Engagement Center will offer community residents, local officials, and university students, faculty, and staff with a place to organize and pursue community organizing, planning, and development activities. This space will contain computer labs, meeting rooms, professional offices, and kitchen facilities and provide the campus' rapidly multiplying number of community/ university partnerships with the facilities they need to advance their community stabilization and revitalization goals. More than 300 unique events are expected to take place in the Center during the coming year. The restoration and re-use of this space will also support the ongoing revitalization of the University District that has been gaining increasing momentum during the past several years. The University of Memphis Community Engagement Center is the pinnacle of which the university will meet and exceed its goal of Engaged Scholarship in as an urban serving institution.

Sustainable Practices

The movement of our school, campus, and community to more sustainable practices will allow us to make significant progress towards reducing our campus and community's carbon footprint. SUAPP students, faculty, and staff will work with campus administrators, community leaders, and municipal officials to undertake participatory action research aimed at producing more environmentally sensitive policies and practices that have the power to reshape the physical design and form of our campus and community thereby increasing the levels of physical activity and health and wellness among ourselves and our neighbors. We also plan to investigate alternative approaches to dramatically reducing the stream of solid waste that our campus and community produces through conservation, recycling, and technological innovation.

