

**SCHOOL OF URBAN AFFAIRS
& PUBLIC POLICY**

2017-18
ANNUAL
REPORT





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▶ VISION

The School of Urban Affairs and Public Policy will be an innovative, national leader for building academic and community collaborations that address urban challenges.

▶ MISSION

The mission of the School of Urban Affairs and Public Policy is to assist in identifying and implementing policies and programs that enhance quality of life, well-being, and prosperity in metropolitan settings. As a hub for collaboration, SUAPP creates the diverse range of resources and disciplinary perspectives necessary for effective comprehensive metropolitan action.

MESSAGE FROM THE LEADERSHIP TEAM

Transition, growth and engagement best describe the 2017-18 academic year for SUAPP. When we stepped into leadership roles in the fall, we were fortunate to be able to build on the strategic planning groundwork laid by our predecessors, David Cox and Stan Hyland. This year SUAPP grew by nine faculty and staff and we expanded our presence on the Lambuth campus. SUAPP departments continue to positively contribute to the community through research and the education – training the next generation of public and nonprofit sector leaders in the fields of City and Regional Planning, Criminal Justice, Public and Nonprofit Administration and Social Work.

Over the last year, we focused on building interdisciplinary partnerships within SUAPP and across campus to enhance our research capacity and connections to the community. Our faculty's commitment to high impact research, teaching and outreach consistently generates critical knowledge about key social issues and informs policy and program solutions in Memphis and beyond. This annual report highlights some of our accomplishments from the 2017-18 academic year. As this work demonstrates, SUAPP embodies the University's "driven by doing" motto.

In the coming year, our focus will be on creating an environment that fosters innovation and urban problem-solving through the overlap of interdisciplinary knowledge and engaged scholarship.



Katherine Lambert-Pennington
Director



Charles A. Santo
Associate Director

A. Katherine Lambert-Pennington

Charles A. Santo

SUAPP BY THE NUMBERS

SUAPP supports four academic departments, each with strong community ties that enhance curriculum delivery, student learning and faculty research. Our 45 full-time faculty and numerous part-time faculty teach, advise, and mentor more than 1,100 students across two undergraduate, four graduate degree programs and two certificate programs. During the 2017-18 academic year, SUAPP departments awarded 218 bachelor's degrees, 88 master's degrees and 11 graduate certificates.

MAJORS AND DEGREES IN ACADEMIC YEAR 2017-18*

Programs	Majors	Degress Granted
City and Regional Planning	29 (Graduate)	13 MA
Criminology and Criminal Justice	25 (Graduate) 498 (Undergraduate)	9 MA 141 BA
Public and Nonprofit Administration	34 (Graduate) 14 (Grad Certificates)	15 MPA 11 Philanthropy & Nonprofit Leadership Certificates
Social Work	134 (Graduate) 177 (Undergraduate)	51 MSW 77 BA

**majors as of Fall 2017 OIR headcount*

Periodic departmental reviews help to ensure that our curriculum, facilities and faculty are in alignment with national disciplinary standards and accrediting bodies. This year, Criminology and Criminal Justice completed its external review and the BA and MA programs received maximum points for Quality Assurance Funding. Likewise, the accreditation of the MA program in Social Work was reaffirmed for eight years.

National ranking organizations have also recognized the high quality of education offered by SUAPP departments. U.S. News and World Report ranked Social Work No. 88, Public and Nonprofit Administration No. 135 and the online graduate program in Criminology and Criminal Justice between Nos. 51-67. Additionally, Affordable Colleges ranked Criminology and Criminal Justice's online BA program No. 11 based on accreditation, affordability and online learning. Finally, Planetizen's 2017 Guide to Graduate Urban Planning Programs listed the City and Regional Planning program No. 10 among programs in the South, No. 10 among programs without a PhD and No. 14 among small programs.

GRANT ACTIVITY

SUAPP faculty have a long record of pursuing funded research and program activities. In the 2017-18 academic year, our faculty and research centers were awarded over \$970,000 in grants and contracts from numerous agencies including Memphis Research Consortium (MRC), Tennessee Office of Criminal Justice Programs, City of Memphis, Health Resources and Services Administration (HRSA), U.S. Department of Justice and the Tennessee Department of Mental Health and Substance Abuse Services.

NEW FACULTY AND STAFF IN 2017-18



Rachel Arthur is the SUAPP pre-award coordinator. She received her PhD in Psychology from South Bank University, London, and has extensive research experience working in children's literacy development and K-12 through postsecondary science education. As the pre-award coordinator, she works with faculty to identify funding opportunities, build research collaboratives, project-manage grant proposals and assist with grant applications.



Dr. Tyrone Dooley is an assistant professor and program coordinator for the master's program in Public and Nonprofit Administration. He received his PhD in Public Policy from the University of Arkansas. His research interests include education policy, human capital, at-risk populations and technology.



Nicole Hoyle is the administrative associate I for City & Regional Planning as well as back-up support for SUAPP. Previously, she worked in the Disability Resources for Student's office at the UofM. She has a BA degree in Professional Studies with a concentration in Human Services from the University of Memphis and was recently accepted into the Public and Nonprofit Administration graduate program.



Dr. Melissa Hirschi is an assistant professor in the School of Social Work. She received her PhD in Sociology and Social Work from Boston University. Her research interests include police responses to individuals living with mental illness, families, communities, stigma, oppression and power.



Sandra Gray is an administrative assistant I for the MSW Program. She earned a BS in Biology from Western Illinois University. Previously, she was the administrative secretary at Rosalind Franklin University of Medicine and Science in North Chicago, Illinois.



Dr. Sheri Lu Jenkins Keenan is the coordinator of the Center for Community Criminology and Research and a clinical assistant professor in the Department of Criminology and Criminal Justice at the Lambuth campus. She received her PhD from the University of Southern Mississippi in 2011. Her research interests include juveniles, delinquency, mental illness, gangs and juvenile program population.



Shelley Keith is an associate professor in the Department of Criminology and Criminal Justice. She received her PhD in Sociology from Emory University. Her research focuses on the social psychological causes of crime with an emphasis on the role of identity and emotions.



Laurel Miles is an instructor-coordinator in the Department of Criminology & Criminal Justice. She received both her BA in Psychology and MA in Criminal Justice from the University of Memphis. She is a former adult probation officer. Her primary teaching interests are corrections and capital punishment.



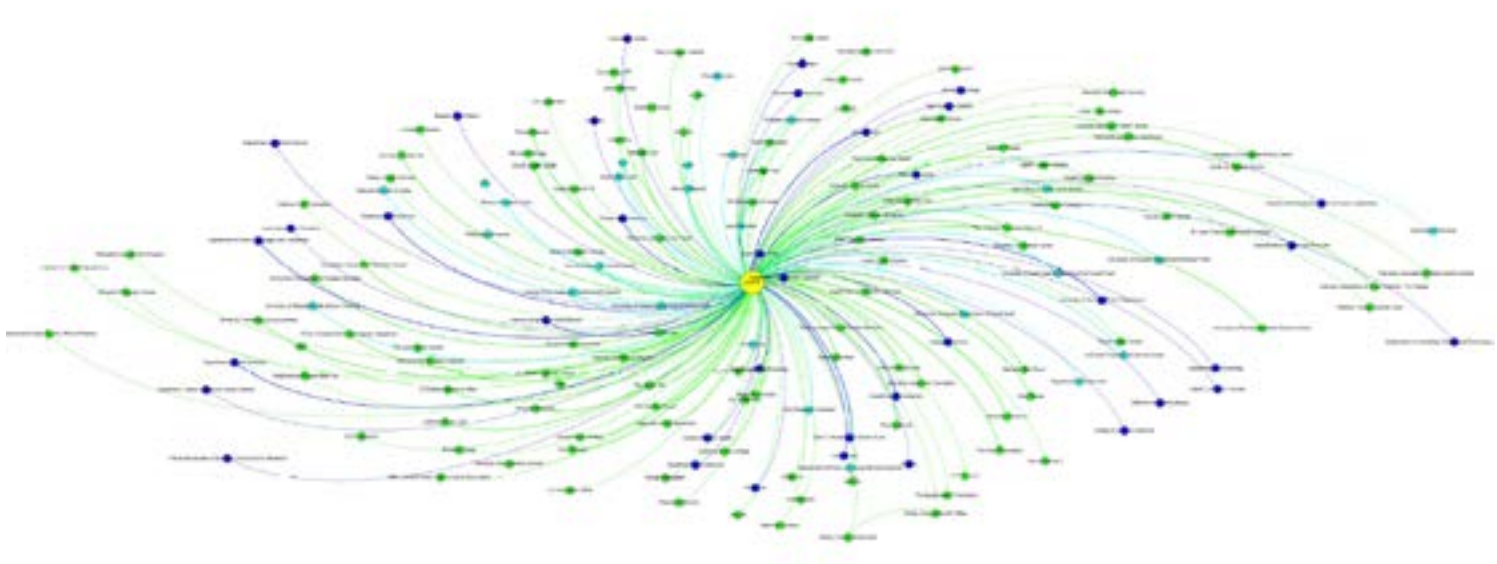
Dr. Danielle Vance-McMullen is an assistant professor in the Department of Public and Nonprofit Administration. She received her PhD in Public Policy from Duke University. Her research interests include nonprofit organizations and philanthropic giving. She previously worked as a consultant for nonprofit organizations.



COMMUNITY CONNECTIVITY & INTERDISCIPLINARY ENGAGEMENT

SUAPP has long been a hub of community engagement at the University. In fall 2017, faculty participated in a social network mapping process to help us identify key relationships in the community and across campus. Collectively, the SUAPP community network includes more than 104 nonprofit organizations and government agencies, 37 departments, research centers and offices at the University of Memphis, and 27 regional, national and international organizations and agencies. The nature of these connections varies from research collaborations to partnerships centered on student learning to professional outreach. The SUAPP network mapping process enabled us to identify core areas of research expertise and technical skills. The image below offers a glimpse of SUAPP's overall network. You can explore the network on the SUAPP webpage at memphis.edu/suapp.

This report highlights the community engaged work that has emerged across six key areas during 2017-18 academic year: The HCD Fellowship Program; Community Development, Neighborhoods and the Environment; Community Safety and Policing; Building Capacity in the Public, Nonprofit and Philanthropic Sectors; Poverty, Families and Health; and Collaborations for Innovative Curriculum.



Network Map of SUAPP's Community Relationships

HOUSING & COMMUNITY DEVELOPMENT FELLOWS

The Housing and Community Development Fellowship Program is funded in partnership with the City of Memphis Division of Housing and Community Development. Each year agencies and students apply to the program and are then matched through a competitive review process. The purpose of the program is to provide students opportunities to gain critical skills and experiences in their field through work with local non-profit and public agencies. The 2017-18 cohort included 8 students from City and Regional Planning, Social Work, Public and Nonprofit Administration and Anthropology.



Kala Wilson, Public and Nonprofit Administration graduate student, spent the year working with The Heights CDC. She conducted an inventory of the Heights area properties to identify code violations and tracked property vacancies and sales to enable The Heights CDC to target properties for remodeling, rehabilitation and/or removal.



Sumita Montgomery, Anthropology graduate student, worked with United Campus Workers (UCW) on the “Tennessee is NOT for Sale” campaign. Montgomery helped track political and legislative changes and engage in community outreach.



Dustin Shane, City and Regional Planning student, was assigned to Frayser Community Development Corporation. He worked closely with the Police Joint Association (PJA) and Frayser resident activists, to collect data about problem properties and other code issues like boarding up houses, overgrown weeds and bulky trash pick-up.



Austin Harrison, Public and Nonprofit Administration graduate student, worked with Neighborhood Preservation Inc. (NPI). He was involved in many aspects of NPI’s work, from board meetings to tree plantings to participating in citywide projects like Memphis 3.0 and the Bluff City Snapshot 2.0 parcel survey.



Aubrey Toldi, City and Regional Planning graduate student, worked with Clean Memphis. Clean Memphis helps identify code enforcement issues, keep public green spaces clean and provide environmental education. She was responsible for assisting with fundraisers and working with community leaders.



Hannah Early, Anthropology graduate student, worked with Le Bonheur Community Health and Well-Being on the Green Healthy Homes Initiative (GHHI). The primary goal of GHHI is improving health outcomes by improving housing conditions.



Laura Kirk, a Social Work graduate student, was a fellow with Clayborn Reborn, a partnership working to restore the historic Clayborn Temple. She helped the organization pursue grant funding and plan “pre-vitalization” events that reintroduce the public to the historic structure.



Jackson McNeil, a City and Regional Planning graduate student, worked with BLDG Memphis (Build. Live. Develop. Grow.). McNeil assisted BLDG Memphis in promoting community engagement for the Memphis 3.0 comprehensive plan.



HIGHLIGHTS OF COMMUNITY ENGAGEMENT

COMMUNITY DEVELOPMENT, NEIGHBORHOODS AND THE ENVIRONMENT

The **Department of City and Regional Planning (CRP)** and the **University of Memphis Design Collaborative (UMDC)**, the department's research and outreach center, have been engaged in Memphis 3.0, the city's first comprehensive planning effort since 1981. Students in Land Use Planning, Analysis for Community Planning and Design Collaborative Studio conducted analyses and met with community stakeholders to help residents craft a vision for the future of their neighborhoods. The **UMDC** will draw on the students' work in the development of district-level plans for the North, Core City, University, Westwood, and Southeast districts. These neighborhood-scale community character plans will build upon citywide vision and goal statements. The department's participation offers students an incredible opportunity to learn from practice while contributing to the development of policies that will guide Memphis into its third century.



*CRP faculty & students facilitate a
Memphis 3.0 Workshop*



Urban Resilience Students visit Boston

they identified areas of focus in North Memphis that might benefit from a small-scale, low-tech and short-term community project in collaboration with community partners.

Additionally, **UMDC** partnered with the Urban Land Institute Memphis to sponsor the Planning Matters Lecture series. To date, four speakers have presented lectures on topics including issues of transportation and walkability, the role of race in the practice of planning and urbanism, and strategies for creating common ground among residents and developers in the maintenance, use and enhancement of neighborhoods. The goal of the speaker series is to promote the importance of comprehensive planning. **UMDC** will continue to host nationally recognized planning and design experts through spring 2019. The Planning Matters series is funded by the Hyde Family Foundation.

Dr. Laura Saija, along with professors **Claudio Meier** (Civil Engineering) and **Dorian Burnette** (Earth Sciences), co-led a two-semester interdisciplinary course on Urban Resilience and Flash Flooding. They worked with North Memphis neighborhoods to develop urban resilience solutions for extreme rainfall. The research team developed an integrated research methodology, including rainfall analysis, qualitative methods, watershed delineation and basic rainfall-runoff modeling. As a result,

COMMUNITY SAFETY & POLICING

Faculty in Criminology and Criminal Justice collaborate with Memphis Police Department (MPD) on several different projects, including Memphis Police Critical Incident Services and Technology Innovation for Public Safety (TIPS). Over the past year, **Dr. K.B. Turner** worked with MPD to provide training on multiculturalism and Crisis Intervention Team Training. Likewise, **Dr. Randy Dupont** provided critical incident stress debriefing services to assist MPD and the city in establishing a comprehensive stress debriefing, training and mental health services.



Mayor Strickland at PSI's ex-offenders symposium

The **Center for Community Criminology and Research (CCCR)**, led by Dr. Sheri Jenkins Keenan and Jackson Police Department (JPD) are collaborating on a state-funded project examining the safeguarding of children of arrested parents using a trauma informed approach. **CCCR** is also conducting a program evaluation for the Madison County Juvenile Court Evening Reporting Center (ERC), which is located on the University of Memphis Lambuth campus.

The **Public Safety Institute (PSI)**, a research-practice partnership that receives funding from the Memphis Shelby Crime Commission, conducts independent evaluations of various aspects of the Operation Safe Community Plan. This year, the **PSI** also received funding under a Victims of Crime Act (VOCA) grant through the Tennessee Office of Criminal Justice Programs to evaluate the need, availability and gaps of housing and other services for domestic violence victims in Memphis/Shelby County. **Dr. Amaia Iratzogui** (Criminology and Criminal Justice), together with **Dr. Angela Madden**, PSI Research Associate Professor, are conducting this research. The Tennessee Department of Correction (TDOC) has agreed to fund a team of PSI staff and student researchers to map services available to ex-offenders residing in Memphis/Shelby County. TDOC will use this map to assist people on probation or parole.

SUAPP departments and research units frequently utilize their expertise and networks to provide professional development and training opportunities for professionals and the broader community.

Dr. Amanda Johnson (Criminology and Criminal Justice) received training in methods of crime prevention through environmental design and will offer workshops to community members in the coming year. In June 2018, the **PSI** sponsored a symposium on job opportunities for ex-offenders to further enhance public awareness and discussion of re-entry related issues. The event offered an opportunity for Memphis-area employers to learn more about how they can tap into sources of skilled, qualified workers, while at the same time expand opportunities for ex-offenders and create a pathway to success in the community. Finally, **CCCR** hosted numerous professional development workshops including Autism Spectrum Disorder: How to Recognize, Respond and Safely Interact with Individuals with Autism and Human Trafficking 101.

BUILDING CAPACITY IN THE PUBLIC, NONPROFIT & PHILANTHROPIC SECTORS

In April 2018, **Dr. Ty Dooley** (Public and Nonprofit Administration) coordinated the Issues and Opportunities in the Mid-South Forum, which focused on identifying challenges to addressing issues that impact our communities such as poverty, crime and health disparities. Panelists

included former Shelby County Mayor Mark Luttrell, Executive Director of Momentum Partners Inc, Kevin Dean and from the Department of Public and Nonprofit Administration, **Dr. Michael Howell-Moroney** and **Dr. Erin Nelson**. Each discussed major challenges for area agencies, including increased grass roots participation and voting, greater inter-sector and agency collaboration, improved training and capacity support for small nonprofits and improved program evaluation and outcome assessment. The Department of Public and Nonprofit Administration is engaged in responding to several of these issues through the relaunch of the Institute of Philanthropy and Nonprofit Leadership (IPNL) and developing a new collaboration with ALSAC/St. Jude Children's Hospital. IPNL will focus on students who want to pursue careers in public and nonprofit administration and will house collaborative partnerships to support sector-wide initiatives and encourage effective practice among nonprofit professionals. This includes serving as a gateway for area nonprofits to access departmental and University expertise, as well as providing students and faculty opportunities for engaged scholarship, service learning and applied experiences. The department's collaboration with ALSAC/St. Jude will bring practitioner and academic knowledge of philanthropy together to generate new educational and training opportunities.



Issues & Opportunities in the Mid-South Panelists

POVERTY, FAMILIES AND HEALTH

In a year commemorating the legacy of Dr. Martin Luther King, SUAPP faculty have been engaged in research and training that further our understanding of poverty and its impacts on families, health and children's life chances. During the MLK 50 Poverty Forum, hosted by the National Civil Right Museum, **Dr. Elena Delavega**, associate professor of School of Social Work and associate director of Benjamin Hooks Institute for Social Change, discussed the findings of the The Poverty Report: Memphis Since MLK. This year's report offered a longitudinal perspective on key poverty indicators, like median income, completion of high school, incarceration rates and childhood poverty. The data indicates that while the overall poverty rate has declined since its peak in 1960, the rate of poverty for African-Americans and children in Shelby County remains high. The poverty rate among African-Americans is two and a half times higher than for white Shelby County residents, as is income disparity, which is particularly visible in the white-collar sector with African-Americans making about 50 percent of that of whites employed in this sector. The full report is available at mlk50.civilrightsmuseum.org/our-mlk50-stories#project=3801.



Poverty Report



Barbershop Talk: A LIFE circle of care activity

The Lifelong Initiative for Family Empowerment (LIFE) program seeks to support parents/caregivers in the age range of 18-65 with children 0-8 and older siblings who live in the 38106, 38109 and 38126 zip codes. The program is led by an interdisciplinary team of faculty, including **Dr. Greg Washington** (Social Work), **Dr. Sharon Wrobel** (Public and Nonprofit Administration) and **Dr. Amia Iratzoqui** (Criminology and Criminal Justice) in a partnership with Knowledge Quest, a nonprofit that promotes youth development in South Memphis. Participants

receive a biopsychosocial assessment and work with staff to develop a LIFE Health Passport that identifies risk and protective factors. Families are also linked to the program through circle of care activities, which focus on improving family functioning/resilience, increasing emotional support, increasing concrete support and improving nurturing and attachment. During its first two years, the program has enrolled 128 families. Staff have made 111 referrals to approximately 54 local agencies and programs, trained seven peer mentors and increased outreach to young men. 35 percent of LIFE families have moved from crisis status to stabilized status, and 25 percent have moved from crisis status to anchored status, the healthiest family status. Analysis of Year 1 participants indicates that higher system of care access correlates to higher family stability status. The LIFE project is funded through Institute for Interdisciplinary Memphis Partnerships to Advance Community Transformation (iIMPACT) at the University of Memphis.

The Center for Research on Women (CROW) completed a study on birth control decision-making and the impact of an education intervention that provided supplemental contraceptive counseling over a three-year period. Graduate students and faculty from Anthropology, Counseling, Psychology and Public and Nonprofit Administration participated in the research. A Step Ahead Foundation funded the study in partnership with Christ Community Health Services (CCHS). A total of 272 patients were enrolled from two CCHS clinics. Participants reported using a variety of contraceptive methods over the course of their lifetimes and provided diverse reasons for starting and stopping methods. Approximately half of the participants received the education intervention facilitated by CROW-trained clinic staff.

Dr. Susan Elswick and Dr. Laura Taylor (Social Work) are engaged with The Early Success Coalition and Le Bonheur Children's Hospital on Project LAUNCH, which aims to develop a model for infant mental health consultation for both childcare centers and early primary care settings in the Memphis region. Dr. Elswick and Dr. Taylor, in collaboration with the pediatric expertise of Dr. Jason Yaun and his colleagues at Le Bonheur, developed a local Integrative Behavioral Health model within a pediatric out-patient clinic in the Mid-South. The clinic component includes supports such as assessment, consultation, professional development, brief intervention, psycho-education and support for infant mental health clinicians and caregivers in the State of Tennessee. The grant also enabled Elswick and Taylor to use the Infant Mental Health Consultation model of practice to provide consultation and support to early childcare staff, parents and providers at three local child care centers. They focused on increasing awareness of adverse childhood experiences (ACEs), educating parents and caregivers about the damaging effects of early childhood trauma and the ways in which to build resilience in early childhood.

COLLABORATIONS FOR INNOVATIVE CURRICULUM

The Health Resources and Services Administration (HRSA) awarded a \$1.9 million grant to

Dr. Susan Neely-Barnes (principal investigator), **Dr. Elena Delavega**, **Dr. Laura Taylor**, **Dr. Steve Zanskas** and **Dr. Chloe Lancaster** for the Behavioral Health Workforce Education and Training (BHWET) program. It will fund 30 master's-level students for four years from the fields of social work, school counseling, mental health counseling and rehabilitation counseling. BHWET offers students trainings on interdisciplinary teamwork, experience in integrated behavioral health settings, opportunities for selecting evidence-based practices, as well as opportunities to learn about emerging mental health conditions and promoting cultural and linguistic competency.



Social Work faculty receive HRSA Grant

The Department of Public and Nonprofit Administration and ALSAC/St. Jude Children's Research Hospital have been exploring opportunities to expand education and training in fundraising and philanthropy. An immediate outcome of these discussions was the incorporation of ALSAC expertise into the Master in Public Administration and Nonprofit Leadership graduate certificate programs. Additionally, **Dr. Danielle Vance-McMullen** has been working with ALSAC executives to develop new content for an online course on resource development and a course on nonprofit branding, marketing and communications. The longer-term goals of the collaboration are to create a certificate program in Philanthropy.



Students at the Simeto River, Sicily

In June, **Dr. Laura Saija** (City and Regional Planning) and **Dr. Katherine Lambert-Pennington** (SUAPP/ Anthropology) co-led the 6th edition of the Community Planning and Environmental Design (CoPED) participatory action field school in Sicily. Seven students from City and Regional Planning and Anthropology joined colleagues from UMASS Boston and University of Catania for an 11-day engaged learning experience in the Simeto Valley (Sicily, Italy). This year, students worked

Students at the Simeto River, Sicily with Cultura e Progresso, a youth-empowerment and cultural heritage organization, to create ethnographic and spatial maps of cultural assets, conduct interviews with residents and key organizational stakeholders and host a participatory workshop. The resulting project and grant proposal, "Fooddia ca Furria," centered on rehabbing a historic train station as a center for celebrating local agricultural practice and food traditions.

Dr. Haley Zettler (Criminology and Criminal Justice) is partnering with the Shelby County Correctional Center to bring The Inside-Out Prison Exchange Program to Memphis. The program brings non-incarcerated and incarcerated students together for a semester-long course to engage in a transformative learning experience. In the fall, 15 students from the Department of Criminology and Criminal Justice and 15 incarcerated students will study issues surrounding crime and justice.

WHAT'S AHEAD

In the coming year, we will be focused on ways to grow and enhance the capacity of SUAPP to generate interdisciplinary knowledge and engaged scholarship. This includes: shepherding the proposal for the PhD program in Urban Affairs and Public Policy through a review by Tennessee Higher Education Commission (THEC); providing faculty and staff with grant-related professional development opportunities, including trainings and issue focused reading and writing groups; developing a SUAPP-wide student award to recognize community engagement; identifying new partnerships and ways of connecting key organizations and institutions to the research and teaching goals of SUAPP departments.



SUAPP Chairs & Directors (Left to right) Dr. K.B. Turner, Dr. Susan Neely-Barnes, Dr. Sharon Wrobel, Dr. Katherine Lambert-Pennington and Dr. Charles Santo

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