



School of Urban Affairs and Public Policy

Anniversary Report 2010-2015

THE UNIVERSITY OF
MEMPHIS[®]

School of Urban Affairs and Public Policy

Letter from the Director

Driven by Doing-- The Past, Present and Future

Since the creation of the School of Urban Affairs and Public Policy (SUAPP), I have been privileged to collaborate with dedicated administrators, talented faculty, and deeply dedicated students to help shape its mission as a point of connectivity to the City of Memphis and the surrounding delta region. From its beginning, over 15 years ago, SUAPP has encouraged its faculty and students to be actively engaged in community based research and engaged scholarship. At first, this mission seemed to be at the edge of the University's mission. Today, however, our missions are aligned, and faculty and students throughout the entire University are partnering with each other, and with community and government groups throughout the Mid-South region to innovate new approaches in areas such as health, education, community and economic development, criminal justice, transportation, planning, and social services. Towards this new mission of "driven by doing," the students and faculty of the University of Memphis have become intentionally engaged in helping to transform the City of Memphis and its surrounding areas into a place where you want to live, work and play.

As my retirement with the University approached in August, 2015 I looked back on the history of SUAPP immensely proud of its evolvement and the role it has played. SUAPP boldly broke with the traditional university model of learning to a model of engaged scholarship that has brought forth tremendous growth in the quality of our scholarship and teaching in our students and faculty. In addition, we have established many community connections and continue to develop those and make new connections with community groups and organizations in ways that are, simultaneously, both more organic and strategic. We have put in place, and continue to advance, an infrastructure and mechanisms for university engagement and community development to address the real issues facing our urban neighborhoods, while reciprocally expanding the reach and capacity of the University and community in ways that are transformative. From our Strengthening Communities Initiatives and HCD Fellowship Program to all of the endeavors in which our departments are engaged, we continue to serve as the model for engaged scholarship, and we are integral to the University mission of "Driven by Doing."

Proudly, we at SUAPP have been "Driven by Doing" for a long time, as evidenced by our past, our present, and the current trajectory of our future. This anniversary report summarizes the work we have done over the last five years and outlines SUAPP's direction for the future, about which I am very excited. Accordingly, to paraphrase Shakespeare, parting from the School of Urban Affairs and Public Policy "is such sweet sorrow." And, although, I will not be witness to its future growth and success as part of the SUAPP community, as an individual community member living, working, and relaxing in Memphis, I look forward to watching it with great anticipation.

Dr. Stan Hyland, Professor Emeritus



Letter from the Dean of the College of Arts and Sciences

Since its inception, the School of Urban Affairs and Public Policy has played a crucial role in helping the University of Memphis recognize that its true mission is serving our community and our region. We do this in many ways, including the development and delivery of high-quality academic degree programs at the undergraduate and graduate levels such as those in the various units that together comprise SUAPP. However, we also do that through our research and our community service. The School of Urban Affairs and Public Policy has helped us recognize how engaged scholarship can serve both of those functions at once by investigating how the expertise of the university can be applied in partnership with community members to effect positive change in the community. A key part of those partnerships is the recognition by the faculty in the School that such change involves listening to and collaborating with partners to learn from those who know the communities and their needs best, namely the members of the communities we serve. Such engaged scholarship can also inform teaching as it involves students at all levels in the development and implementation of these change strategies as an integral part of their learning experiences.

In this regard, the School has helped serve as a model for how an urban university like the University of Memphis can and should be. These guiding insights have now been widely embraced across all of the colleges and schools at the University of Memphis as the best way to earn recognition as a great university in teaching, research, and service that engages with and improves the community we serve in all these roles in the integrated way that the notion of engaged scholarship explicitly exhorts us to do.



Dr. Thomas Nenon, Professor and Dean



HISTORY

Eighteen years ago, Ralph Faudree, Dean of the College of Arts and Sciences, responded to the University of Memphis's desire to enhance and expand its institutional identity and role, both academically and within the local and regional community, by drawing on the distinct locational, historical, cultural, and socio-economic characteristics that distinguish Memphis and its regional surroundings. He proposed the formation of a school linking those academic programs and disciplines within the College of Arts and Sciences that were related to urban issues and public policy, and that also had long and successful histories of community outreach. Faudree appointed a faculty committee to investigate the benefits and drawbacks of such an untraditional academic structure. The committee reviewed several peer institutions, and while none had a unit that included all of the programs and disciplines under current consideration by the University of Memphis, there were similar examples that demonstrated numerous advantages to the formation of a school that combined disciplines. Thus, SUAPP emerged out of the collaborative resolve to link teaching, research, service and outreach efforts to the specific policy and community needs of the Mid-South, especially those in our Memphis urban neighborhoods.

Originally, the School housed five academic units: Division of City and Regional Planning, Department of Criminology and Criminal Justice, Health Administration, Division of Public and Nonprofit Administration, and Division of Social Work. In 2006, Health Administration moved out of SUAPP to the newly formed School of Public Health and the remaining disciplines within SUAPP continued to operate their current degree programs along with their respective research and outreach activities. Each maintains autonomy in managing curriculum, research, outreach, faculty, staff, and budgets while engaging in collaborative efforts to improve the quality of education and community outreach outcomes. The School Head serves at a catalyst for interdisciplinary cooperation and action. The SUAPP Executive Committee, composed of each unit's administrator and the Business Officer, advises the School Head.

The original units comprising SUAPP were located in three different buildings on campus. The University wanted SUAPP to be located in a space large enough to house all the academic programs and disciplines, as well as accommodate future expansion of the departments and of related research institutions. McCord Hall, formerly a dormitory and storage facility, was repurposed to house the School.

While interdisciplinary focus is integral to the School's goals, it is equally important that each academic unit maintain their individual identities and academic integrity. To this end, each of the participating disciplines sustains their specific course work and degree programs. 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. Additionally, SUAPP offers ongoing professional leadership and development programs.

In the last five years, our dedicated SUAPP staff, faculty, and students have concerted their efforts in two main areas:

- Community Based Action Research: active areas with primary leadership include human services, housing and neighborhoods, public services, community health, small business development, social problems, and quality of life.
- Civic Engagement and Leadership: active relationships with government and nonprofit community institutions, as well as leadership roles in urban governance and accountability, social entrepreneurship, human rights, and civil society in city and regional change.

These distinct, yet interrelated units of SUAPP, 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 use engaged scholarship, teaching, professional training, and outreach to make a difference in the quality of the education of our students and the lives of those in our communities.

IDEALS

SUAPP strives to advance the quality and quantity of urban research and higher education by:

- Increasing interdisciplinary research, service, and teaching among programs;
- Increasing autonomy and visibility of professionally-based programs;
- Developing innovative technology and methodologies to community problem solving;
- Advancing the urban mission and goals of the University of Memphis;
- Coordinating intentional urban outreach activities;
- Enhancing application of service learning;
- Supporting continuing education and training programs;
- Offering a forum for interdisciplinary degrees and certificate programs;
- Implementing a Ph.D. program in social sciences; and
- Administering successful internships.

BENEFITS

Our interdisciplinary focus allows us to:

- Facilitate collaboration among the units within the school;
- Develop new opportunities in faculty, staff, and student scholarship and outreach;
- Form alliances with other departments, schools and colleges within the University;
- Access more grant opportunities and funding resources;
- Expand and deepen connections with the community;
- Annex ideas and resources for greater and more meaningful impact; and
- Develop relationships and collaborations with other colleges and research institutions in the University.

Operational Organization

Each department in the School of Urban Affairs has one dedicated administrative staff person. This structure encourages familiarity with faculty and students, and expertise in the specialized requirements of the program. Department chairs manage academic affairs and operational budgets. As members of the Executive Committee, the chairs, the Head of SUAPP, and the school Business Officer discuss common concerns and determine collective strategy. The Business Officer is responsible for the administrative, financial, and operations management of SUAPP and ultimately for each department. This position also manages interdisciplinary projects, administers individual grants, and directs the HCD fellowship and other internship programs. The Business Officer trains administrative staff, advises faculty and staff of changes in policy and procedure, and serves as a resource for assistance and information. The centralized nature of the position offers the opportunity to suggest collaboration and consolidation of effort on grants, projects, and special programs.

Grant Activity from FY2011 to FY2015

Year Awarded	Amount of Grants	Number of Grants
FY10	3,104,026.00	23
FY11	3,966,734.00	27
FY12	2,774,174.00	31
FY13	1,864,488.00	16
FY14	1,527,006.00	14
FY15	1,034,526.00	16
	14,270,954.00	127

Engaged Scholarship

Engaged scholarship is a dynamic community research approach that has organically emerged from the interdisciplinary collaboration and intentional community outreach of SUAPP. Engaged scholarship encompasses service learning and merges the resources and knowledge of the University with those in the community, including government, nonprofits, and community agencies and organizations. It further developed out of a trend in higher education in which faculty members worked with community groups in a collaborative effort that involved joint conceptualization of community issues to be addressed--how they would cooperatively design and execute the initiative, and how outcomes would be jointly developed. Engaged scholarship is the real world application of research that prioritizes community development in a context of partnership and reciprocity. In this approach, SUAPP works with community organizations and groups in the public and private sector on significant issues of concern to them.

This approach directly contrasts the traditional “study the community” approach. Furthermore, engaged scholarship reflects the realization that community outreach needs to be more than just “doing good, “ and rather, includes efforts that establish and contribute to an infrastructure of partnership, critical thinking, innovation, and collaboration that could be evaluated and built upon by the University and community going forward. Engaged scholarship focuses on the innovation, development, and uses of new technologies, approaches, and methodologies for community problem solving to advance teaching and research, and on achieving improved quantitative and qualitative outcomes for students and the communities and organizations with which they are engaged. Engaged scholarship more thoroughly broadens the capacities and connections of the students, the university, and the larger community.

Engaged Scholarship

- Engages faculty members and students in sustained academic projects with community groups;
- Connects university outreach with community organizational goals;
- Engenders productive, reciprocal relationships between the university and the community;
- Produces need-inspired basic and applied research
- Advances the use of new technologies, approaches, and methodologies in community problem solving; and
- Achieves excellence and advances knowledge through peer-reviewed publications, peer-reviewed collaborative reports, and external funding, as well as government and business papers.

Driven by Doing

SUAPP prides itself on being a cornerstone of engaged scholarship for the University of Memphis, as its approach of engaged scholarship has expanded beyond the School and become embodied in the University's broader mission: "Driven by Doing." Two SUAPP programs that exemplify this mission and model engaged scholarship are the Strengthening Communities Initiative (SCI) and the Housing and Community Development (HCD) Fellowship.

Strengthening Communities Initiative

The Strengthening Communities Initiative (SCI) resulted from a critical examination of the extent of impact community outreach programs have had on the quality of life in Memphis. It is the recognition that, with the right approach, more could be achieved through community outreach programs. As a result, the Community Foundation of Greater Memphis (CFGF), the United Way of the Mid-South (UWMS), the University of Memphis Research Foundation, and an interdisciplinary team of university faculty and staff from SUAPP and the Department of Anthropology collaborated to transform three earlier grant funding programs into the Strengthening Communities Initiative. The original goal of the SCI program was to provide grants to community organizations that partnered with a University of Memphis faculty member to produce tangible and sustainable results, effect organizational and/or policy change, and expand the academic knowledge base in a given field through engaged scholarship. Also important, is that students in Nonprofit Administration, under the supervision of faculty, administer a large part of the grant making process as part of their academic training--from the request for proposals to making evaluations of each submitted proposal.

SCI offers two types of grants: Small Grants and Capacity Building Grants. The Small Grants funds up to \$2,500 for one-time community projects with a 12-month grant period and can be used as a stepping stone to larger grants, such as a Capacity Building Grant. Capacity Building Grants are awarded up to \$18,500 (\$6,500 for the faculty portion and up to \$12,000 for the community organization portion.)

Since its inception in 2008, SCI has reviewed 51 Small Grant and 114 Capacity Building Grant applications. Twenty-three Small Grants and 24 Capacity Building Grants have been awarded. Seven Capacity Building projects are currently in progress. Total combined dollars invested in faculty research and community-based projects has been \$489,500.

SCI has reached every geographic sector in the metropolitan area and engaged faculty from almost every college within the University. It has and continues to gain additional external supporters, breach academic discipline boundaries, and provide an avenue for the leverage of additional funds by community-based organizations. Finally, its collaborative innovation efforts have given the Memphis community national recognition.

"The Madison-Eckles Family Cemetery Restoration"

The Madison-Eckles Family Cemetery, a small, historic cemetery located in the heart of the Normal Station neighborhood, has been the victim of decades of vandalism and neglect. SCI funds are being used to stabilize the cemetery property and advance the Normal Station Neighborhood Association's efforts, in collaboration with the Department of Architecture, to transform it into a positive neighborhood green space, specifically, a community park. This project is a new take on reclaiming

an abandoned space for a public project. A team of applied anthropology graduate students has implemented a Design Thinking approach in the creation of a web site to document the design process and facilitate communication among community and university participants, including architectural and archeological students.

Housing and Community Development Fellowship

The Housing and Community Development (HCD) Research Fellowship was revitalized in 2010 by the senior administrators in the City of Memphis' Department of Housing and Community Development, SUAPP faculty, and a community advisory board. The purpose of the program is to encourage professional students to engage in community based research, public policy, program development, project management, and program evaluation efforts in the field of economic and community development. Funded by the Department of Housing and Community Development and the Graduate School at the University of Memphis, the program was established to enhance the outcomes of professional education in public administration, city planning, social work, criminal justice studies, and applied anthropology, and increase the number of graduates choosing to join community organizations within the Memphis region upon graduation. Fellows are placed at nonprofit organizations, community development corporations, and public agencies that are working on initiatives that fit into the *working definition of community development* and link to the priority areas and neighborhoods of the Memphis Division of Housing and Community Development. Fellows participate throughout the length of their professional degree programs (typically two years), provided they receive positive evaluations from their internship and related coursework performance. While students may stay at a participating placement for more than one semester, the program encourages students to engage in a different mix of professional activities each semester to maximize the professional development outcomes of the program. HCD has selected 28 Fellows since its inception. They all receive a tuition and fee waiver from the University of Memphis Graduate School, as well as a stipend for the twenty hours of work each week. They also receive academic credit for the weekly seminar course.

The Housing and Community Development Fellows are involved in many engaged scholarship activities. Through meaningful service-learning experiences, the Fellows explore the urban communities around them, and discover the benefits and deficits facing these neighborhoods. They learn the importance of collaboration of community, university, government, business, and professional institutions and organizations in the success of community development, and the impact these institutions and their resources can bring to bear on the quality of life of individuals and communities alike. They research innovative community development approaches taking place in other cities and districts, and evaluate and develop them for implementation in specific neighborhoods in Memphis. Finally, they access a variety of opportunities to develop and integrate their professional, theoretical and practiced-based skills in meeting real challenges and addressing real needs. These opportunities have resulted in a variety of meaningful and successful projects and interactions within SUAPP and the College of Arts and Sciences.

***Community development is any systematic effort to enhance the organization, planning, development, and management capacity of community-based organizations and public agencies seeking to improve the overall quality of life in poor and working-class neighborhoods within the City of Memphis.*

HCD Fellowship Program Goals:

- Introduce students to the critical environmental, economic, and social problems confronting the region's most economically challenged neighborhoods;
- Expose students to innovative policies, programs, and practices that address the structural causes of uneven patterns of development, and persistent, concentrated poverty;
- Facilitate service-learning, voluntarism, and applied research projects to promote innovative policy solutions to critical issues;
- Use reflective strategies to improve professional practice and connect to emerging organizational challenges and policy issues; and
- Integrate theoretical, classroom-based learning and engaged, experiential learning through a weekly seminar.

HCD Fellowship Profiles

Marie Dennan graduated from the Applied Anthropology Graduate Program in 2014, and is currently a Master's Candidate in Public and Nonprofit Administration. Although not an HCD Fellow, Dennan has served as the graduate assistant for the HCD Fellowship Program for the past three years. In her position, she directed enrichment activities and discussions that fostered opportunities for communication and community building among the Fellows, and to discover connections in the various types of work in which they were engaged. At the beginning of the fall 2013 semester, Dennan organized a collaborative effort of Fellows and SUAPP graduate students to build a new community garden outside of the SUAPP building. The effort brought together students from multiple disciplines and inspired discussions about community development initiatives in urban settings, and garnered attention from students, faculty, staff and the community.

Kenny Latta graduated from the Applied Anthropology Graduate Program in 2014. As an HCD Fellow, Latta worked with the University Neighborhoods Development Corporation (UNDC) and its partner organizations to mobilize a campaign to oppose an ill-conceived planned development application by a local McDonald's franchise. The UNDC serves the University of Memphis and its surrounding residential and commercial neighborhoods, and UNDC recognized that the proposed development violated several design standards outlined in the University District Overlay. Latta worked with the community to get petitions and letters in support of the Overlay and insisting that City Council deny McDonald's proposal. The campaign received much media attention, which pressured McDonald's to eventually withdraw their application.



*Dennan and Latta
working in the SUAPP
garden*

Latta followed up the successful campaign with conducting community research into what type of planned development would be preferred at the site, which would meet the overlay guidelines. This work is guiding the UNDC in the attraction of new businesses.

Latta was also very involved with the Normal Station Neighborhood Association's (NSNA) efforts to restore an abandoned historic cemetery (Madison-Eckles Family Cemetery) at the heart of their neighborhood, and worked hard to help them secure a Strengthening Communities Capacity Building Grant to fund a collaborative research and planning process for the cemetery restoration.

DEPARTMENT OF CITY AND REGIONAL PLANNING

Faculty and students in the Graduate Program in City and Regional Planning continue to seek connections between research and practice, fostering mutually beneficial relationships between the University and its community. They have developed a variety of programs and projects that put its mission and engaged scholarship into practice. Projects like the Memphis Music Magnet, West Memphis Ecopark, and the Green Machine Mobile Food Market are some notable examples of the Department's mission to conduct research that influences planning policy and knowledge, and engage with partners in innovative local planning efforts.

Driven by Doing

Memphis Music Magnet at Soulsville USA/ Memphis Slim Collaboratory

Since 2008, faculty and students have worked with community partners and industry stakeholders on the development of the Memphis Music Magnet. The plan builds on the cultural assets and heritage of the Soulsville USA neighborhood and seeks to create a community where music and art tell stories, activate spaces, reclaim vacant buildings, create interaction, and connect neighbors new and old.

The university-community partnership has received significant external funding including a \$678,000 grant from ArtPlace, a national consortium of philanthropic foundations. The Memphis Symphony Orchestra (MSO) engaged in a yearlong residency in the Soulsville neighborhood with programming that included a series of unique musical collaborations performed in currently vacant community spaces, mentoring at neighborhood schools, programs for youth and seniors, and leadership training for area neighborhood associations. To host the MSO concerts and other cultural activities, a vacant grocery store at a key neighborhood location was re-imagined and repurposed as a temporary performance venue. The kickoff event at the venue featured Soulsville native and soul legend Booker T. Jones alongside the symphony and youth performers from the Stax Music Academy.

After years of planning and grant-seeking and months of redevelopment, the Memphis Slim Collaboratory opened in April 2014 during the annual Stax to the Max festival. The former home of blues legend Memphis Slim was redeveloped as a music-centered community space for artistic collaboration, music training and storytelling. Members of Slim's family came from Chicago and California to attend the opening reception and honor the music legend. The membership-based Collaboratory, managed by two full-time staff, is equipped with video-casting rooms to record oral histories, and is anchored by a recording studio. The studio is run on a cooperative basis to support emerging artists as well as apprentices learning the



production business. The building was designed by Br3gs Architects and has been recognized with numerous awards, including: American Institute of Architect's TN Award of Merit, Builder Magazine's Builder's Choice Award, and American-Architect's Building of the Week. Grant funding from ArtPlace America and the Kresge Foundation supported the redevelopment and staffing of the Collaboratory. The project is an outcome of the Memphis Music Magnet plan, which was developed by community partners, industry stakeholders, and students in two special topics courses led by Charlie Santo in 2008 and 2009.

West Memphis Eco-Park

Faculty and community partners were awarded a grant associated with the Mid-South Regional Greenprint in 2013 for work focused on areas near the western terminus of the Harahan Bridge Project, in Crittenden County and West Memphis, Arkansas. The main emphasis was the development of a regional green space amenity (Eco-Park) on the west side of the Mississippi River, as a complement to the new pedestrian bridge crossing that is currently in development. Emphasis was placed on integrating agricultural uses into an exciting educational and recreational space through multi-functional agriculture and social farming exhibits, thereby promoting cultural and agricultural heritage in the northern end of the Delta and establishing a nature-based amenity in this part of "the Natural State." Planning efforts considered approaches to connecting green infrastructure to areas of higher population densities, connecting green infrastructure to appropriate new development, and using green amenities to foster clustering of activities. The Harahan Bridge Project, which is re-purposing the Harahan Bridge roadway as a pedestrian and bicycle crossing over the Mississippi River, has tremendous potential to serve as a signature project and put the Memphis region in the national spotlight as a leader in the use of green infrastructure. But the true potential of this project can only be realized through careful and deliberate planning that ensures maximum utility and appeal. Inclusive and participatory planning is also necessary to ensure equity in the benefits created.



Green Machine Mobile Food Market

The Green Machine Mobile Food Market, launched through the cooperative efforts of St. Patrick Community Outreach Center, the Vance Avenue Collaborative and the Graduate Program in City and Regional Planning, is nearing the end of its second year of operation. The Green Machine, designed to bring high quality and affordable fresh fruits and vegetables to the seventy communities in Memphis lacking a full-service supermarket, has been a welcome addition to Memphis' growing food security and local foods movements.

During the Green Machine's first eighteen months of operation, it has made more than 1,200 stops, attracted more than 35,000 customers, and sold more than \$75,000 in fresh produce. In addition to selling fresh fruits and vegetables, the Green Machine distributes information, in the form of video, pamphlets, fact sheets, and recipe cards, on the critical relationship between healthy eating and living. Through the efforts of the Department, the Southwest Community College and University of Memphis Nursing Programs have begun to place students on the bus to act as health and nutrition guides.



International Connections

Catania, Sicily

Two study abroad exchanges in Sicily have taken place, partnering with faculty and students at the University of Catania and the grassroots community organization ViviSimeto. Led by Antonia Raciti and Charlie Santo, the ten-day summer field experience allowed six Memphis planning students to work side by side with local community leaders as well as students and researchers to conduct landscape analyses, host community mapping events and prepare planning documents. These activities supported the expansion of an innovative regional river agreement held between multiple communities to guide future, environmentally sensitive planning along Sicily's Simeto River Valley.



2011 Planners Network International Conference

Two hundred and twenty-five citizen leaders, professional planners, and urban scholars from twenty-five states and five foreign countries participated in this event that focused on "Promoting Economic Development through Regional Cooperation and Planning." Among the highlights of the conference were three community-based, resident-led charrettes focused on planning issues identified by local neighborhood organizations and CDCs; a plenary session examining race in the American city; an evening at STAX Museum of American Soul Music; and a moving presentation by four leaders of the 1968 Sanitation Workers Strike, which was accompanied by the showing of the award-winning film, "I Am a Man."

Alumni Profiles



Tommy Pacello (2012) was honored as one of Urban Land Institute's Top 40 under 40. Tommy was selected based on his contributions to responsible land use serving as Senior Project Manager on the Mayor's Innovation Delivery Team where he helped launch the MEMfix and MEMshop "previtalization" strategies used to reanimate and reveal the potential of some of Memphis' neglected urban neighborhoods.

Karen Thornton (2011) is making an impact on the local waterways. Thornton is the Public Outreach Manager and Team Leader with 1 Mississippi, which organizes people dedicated to protecting the Mississippi River into a national constituency of River Citizens.



Kyle Wagenschutz (2010), the City of Memphis' Bikeway/ Pedestrian Coordinator, was recognized by the Association of Pedestrian and Bicycle Professionals (APBP) as the 2013 Young Professional of the Year. As Memphis' first bicycle pedestrian coordinator, Kyle Wagenschutz oversaw the city's first bike lanes, expanded bike to work day efforts, and ushered in high profile projects, including plans for 15 miles of protected bike lanes.

John Zeanah (2005) ran the highly successful Mid-South Regional Greenprint planning process as Program Manager with the Memphis and Shelby County Office of Sustainability, while working alongside **Paul Young (2004)**, who served as the Administrator of the Office of Sustainability. Zeanah has since moved up to Administrator of the Office of Sustainability, while Young is now working as Director of Legislative Affairs for Shelby County.



DEPARTMENT OF CRIMINOLOGY AND CRIMINAL JUSTICE

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.

Ranked in the top 25 of best online programs for Bachelor's in Criminal Justice for 2015 by BestColleges.com

Driven by Doing

Crisis Intervention Team

The Memphis Crisis Intervention Team (CIT) is an innovative police-based first responder program that has become nationally known as the “Memphis Model” of pre-arrest jail diversion for those in a mental illness crisis. This program provides law enforcement-based crisis intervention training for helping those individuals with mental illness. CIT officers effectively divert persons in mental health crisis away from jail and into appropriate mental health settings. Involvement in CIT is voluntary and based in the patrol division of the police department. In addition, CIT works in partnership with those in mental health care to provide a system of services that is friendly to the individuals with mental illness, their family members, and the police officers. CIT has proven to be a potent agent for overcoming the negative stereotypes and stigma associated with mental illness.

CIT has a track record of safe intervention with persons experiencing a mental health crisis event. Nationally, CIT officers are recognized to have the empathy and technical skills necessary for the successful resolution of a mental health crisis. CIT has been recognized as a best practice model by multiple organizations, including NAMI (National Alliance on Mental Illness), American Association of Suicidology, National Association of People of Color Against Suicide, Department of Justice, Department of Health and Human Services SAMHSA, The White House Conference on Mental Health, and the John Jay College of Criminal Justice.

Blue Crush

Blue Crush (Crime Reduction Utilizing Statistical History) is a proactive, predictive policing approach based on statistical history developed in partnership with the Memphis Police Department. It is a results-oriented philosophy for effective policing that applies a straightforward guiding principle: target police resources in the right places on the right days at the right times and crime will be reduced either through deterrence or apprehension of offenders. It revolutionized police tactics in Memphis, and its success in crime reduction made it well known and popular with Memphis citizens.

Its impact has reached far beyond the city limits. It has become a model, both locally and nationally, for implementing data-driven policing. The Shelby County Sheriff's Office used Blue Crush as the basis for development of its Data Smart Policing approach, as has the Millington

Police Department. Law enforcement agencies from across the nation have come to Memphis to be briefed and trained on the strategy. In addition, an increasing number of law enforcement officials from other countries have visited Memphis to explore how the approach can be adapted in their jurisdictions. While this policing approach is still popular, recent funding concerns due to city budget cuts has called its future into question.



Mid-South Survey Research Center

Since 2003, the Mid-South Survey research Center (MSRC), a division of the Department of Criminology and Criminal Justice, has and continues to conduct and assist in socially significant research with public policy implications, research of public or private interest (e.g., polling), and research of theoretical or academic interest. The mission of the Mid-South Research Center is to provide high quality research services to academic communities, practitioners, businesses, social service agencies, faith-based entities, government agencies, and anyone interested in developing and conducting high-quality research on any aspect of planning, policy, procedure, practice, and programming.

The survey center provides clients the expertise, resources, facilities, and staff for a wide arrange of research services designed to fit specific needs, including assistance in the development of research questions, research design, determining appropriate populations, samples and sample sizes, determining the most appropriate data collection method, data collection, data analysis and interpretation, and interpreting result implications. MSRC also conducts telephone surveys, internet-based surveys, mailed questionnaires, and various types of interviews, or some combination of instruments, depending on client need.

Staff and affiliated faculty hold graduate degrees in law, social work, criminology, geography, political science, sociology, psychology, and public administration and have research experience with a wide variety of subject populations, including prisoners, adolescents, older adults, teachers, business owners, recovering substance abusers, victims of intimate partner violence, and parents of children with special education needs.

MSRC has assisted with research ranging from attitudinal surveys on politics and local current events to more in-depth interviews concerning health behaviors, including extremely sensitive, personal questions regarding drug abuse, race relations, domestic violence, and sexual practices. Most recently, MSRC assisted the University of Memphis Faculty Senate with a Faculty Survey of Administrators that provided the University community with information regarding faculty opinions and attitudes toward Deans, the Provost, and the President.

Alumni Profiles

Mary Rachel Carver is a Crime Scene Specialist with the Little Rock Police Department. Carver received her Master's degree in Criminology from the University of Memphis in May 2012. Rachel stated that the knowledge and skills she developed through the program gave her the tools she needed to obtain a career in the specialized field of crime scene investigation. She has worked as a Crime Scene Specialist with the Little Rock Police Department for three years. Her duties and responsibilities as a specialist are to respond, investigate, examine, and process all crime scenes. These duties are carried out through specialized techniques, photography, chemical testing, and diagrams. She often testifies in court and maintains integrity of evidence at all times.

In the three years spent with the Little Rock Crime Scene Search Unit, she has become a trainer for new hires and police recruits, she represents her unit on the Chief of Police Advisory Board, and she was honored with the Police Commendation Award.

Christopher B. Suell, Esq. is a native of Memphis, TN. He is a proud product of the Memphis City School system, graduating from Whitehaven High School. Suell is an active alumnus of the University of Memphis, where he received his Bachelor of Arts & Sciences in Criminal Justice. Upon moving to Orlando, Florida, he attended and graduated from A&M University College of Law with his Juris Doctor. While in law school, he served as the social chair of the Entertainment, Arts, and Sports Law Society, and was a member of the Black Student Association and Christian Legal Society.

Suell began his legal service as a first-year intern at the Kings County District Attorney's Office in Brooklyn, New York. He passed the New York State Bar examination the first time, and began his legal career working for the New York State Department of Economic Development in Manhattan. While there, he engaged with hundreds of minority and women-owned businesses throughout the State of New York, and was a liaison between many of those businesses and the State of New York. Suell remains a licensed and practicing attorney in New York, New York. He is a member of the American Bar Association, New York State Bar Association, and the Metropolitan Black Bar Association.



Dan Malone graduated from Mississippi State University in 2008 with a Bachelor's Degree in Political Science. In 2010, he went on to earn a Master's Degree in Criminology from the University of Memphis, while serving as a graduate assistant within the Department. Since 2012, he has worked for the Honorable Judge Tim Dwyer as a counselor for the Shelby County Drug Court, which operates out of General Sessions Division 8. The Drug Court is a program that allows individuals with substance abuse-related charges to undergo a period of supervised rehab in order to avoid jail time.

and have their cases dismissed. Malone currently supervises a caseload of 60 individuals with various drug related criminal issues. Since 2013, he has also served as an instructor for the Department of Criminology and Criminal Justice at the University of Memphis.

Lupe Mora began her career as a criminologist while working under the leadership of Richard Janikowski at the Center for Community Criminology and Research (C3R) at the University of Memphis from the time she was in Graduate school until his retirement in 2013. As Senior Research Associate, she worked on numerous initiatives of which some still remain in place today in Memphis and Shelby County. Several of those initiatives include research with MPD's Project Safe Neighborhoods (PSN), Gang Reduction Assistance for Saving Society's Youth (G.R.A.S.S.Y), Memphis's Drug Market Intervention Initiative (DMI), and Memphis Smart Policing Initiative (SPI). Mora has worked closely with the Memphis Police Department, Shelby County District Attorney's Office, U.S. Attorney's Office, Probation and Parole, Memphis Leadership Foundation, Shelby County Juvenile Courts, Memphis City Schools, and The Federal Bureau of Investigations. She was also instrumental in training efforts for MPD's Real Time Crime Center police officers, which included the Center's training manuals.



Mora currently works for Shelby County Schools (SCS) under the federal grant, Project Prevent, as a Data Informational Specialist. Project Prevent goals are to provide counseling and intervention to students who need assistance in coping with trauma or anxiety. The program also provides school-based and emotional support to help address the effects of violence, conflict resolution, and other school-based strategies to prevent future violence, and a safer and improved school environment, which will focus on decreasing the incidents of violence, gang involvement, and substance abuse.

Prior to working with SCS, she worked with Safeways and was the Director of Law Enforcement Strategy and Analysis. She provided research for targeted properties and neighborhoods. She collected, analyzed, and created reports related to demographics, crime, and populations. She also has worked for the Desoto County Sheriff's Department as a Crime/Intel Analyst.

Mora has a Bachelor of Science in Criminal Justice from the University of Mississippi and a Master of Arts in Criminal Justice from the University of Memphis.

DEPARTMENT OF PUBLIC AND NONPROFIT ADMINISTRATION

The undergraduate and graduate programs of Public and Nonprofit Administration blend critical thinking and analytical skills to prepare individuals to lead in public service organizations. Students gain the competencies necessary to manage in a rapidly changing environment driven by the desire to make a difference in their communities. Graduates of the program are leaders in dynamic service organizations at all levels in the government and nonprofit sectors. Faculty members are active in connecting research and practice to address a range of community administrative and public policy issues. Alumni occupy leadership positions in a variety of settings, from city, county, state, and federal agencies, to community-based institutions and charities to museums, hospitals, and foundations.

Driven by Doing

Nonprofit Leadership Collaborative

In 2000, the University of Memphis joined forces with a cross-section of Memphis nonprofit agencies to form the Nonprofit Leadership Collaborative (NLC), aiming to identify, train and mentor the next generation of nonprofit leadership in our community. The NLC was formed in response to a shortage of qualified, entry-level individuals interested in working in the local nonprofit sector. Through its collective work, the Collaborative has introduced University of Memphis students to cutting edge nonprofit theory and management training, offered them practical nonprofit work experience via internships, and connected them to meaningful community service activities. Through an affiliation with the Nonprofit Leadership Alliance, the Collaborative gives students the opportunity to earn the nationally recognized Certified Nonprofit Professional (CNP) credential. Nearly 150 students have successfully completed the CNP program, and many of these are employed in management and leadership positions within the local nonprofit sector.



Students and employers networking at the fall fusion event.

Learning by Giving

In 2012, the Learning by Giving Foundation awarded the program grant funds to support a Strengthening Communities Initiative Small Grant. Under the leadership of Dr. Leigh Hersey, this partnership allows undergraduate students taking nonprofit courses the opportunity to learn the importance of philanthropy. The students use their knowledge of nonprofit structure and accountability to evaluate the grant applications and select nonprofit organizations that will make Memphis a stronger city. Students noted that the activity helped them become more aware of the problems within the community and within nonprofit organizations, and increased their belief that they can make a difference in the world. The University of Memphis is one of thirty-two universities across the country partnering with the Learning by Giving Foundation to distribute funds through the classroom. Currently in its fourth year, \$40,000 has been awarded to the Memphis community through this partnership.

State of the Sector Report

The Inside the Mid-South Nonprofit Sector study was conducted by the Alliance for Nonprofit Excellence in partnership with Dr. Leigh Hersey and the University of Memphis Institute for Philanthropy and Nonprofit Leadership. This report provides a look at the role of nonprofit organizations in the Mid-South economy and the impact of economic conditions on our community's nonprofit sector. The data looked at thirty-eight counties in Western Tennessee, Northern Mississippi, and Eastern Arkansas, finding more than 5,000 nonprofit organizations in this area. More than 1,000 of these nonprofit organizations are based in Shelby County.



Public Administration Practice and Research

Faculty members continue the Department's tradition in connecting public administration practice and research at local, regional and national levels. As examples, Dr. Joy Clay assisted the City of Memphis' Finance Division in creating processes for strategic budgeting and performance reporting. A partnership with the East Memphis Rotary Club, Dr. Michael Howell-Moroney, Dr. David Cox and alumnus Ms. Julie Goebel led to the Bobby Dunavant Public Servant Symposium on public ethics for City of Memphis and Shelby County administrators. With Dr. Stanley Hyland, Dr. Cox conducted evaluations of the city's Hurt Village and Lauderdale Courts HOPE VI housing projects. In another local evaluation effort, Dr. Cox and alumnus Susan Schmidt provided assessment for the Greater Chamber of Commerce' *Think Memphis* program.

Regionally, Dr. Clay and faculty members in the Department of City and Regional Planning produced a comprehensive plan for the City of Covington, Tennessee. In another interdisciplinary effort, Department of Public and Nonprofit Administration faculty members Dr. Clay and Dr. Dorothy Norris-Tirrell collaborated with Department of Criminology and Criminal Justice faculty members Mr. Richard Janikowski and Dr. Randy Dupont in developing a West Tennessee Emergency Management coordination plan.

Nationally, Dr. Sharon Wrobel has conducted educational program evaluation for the Texas Schools Project, Illinois Institute of Rural Affairs, Little Rock School District and the University of Arkansas for Medical Sciences (UAMS) Head Start / Early Head Start. Dr. Wrobel has also served as a consultant for a number of public and nonprofit agencies, particularly in the

areas of assessment, evaluation, and board development. Dr. Cox serves in a number of national roles advancing community and university partnerships for community and economic development including election as Vice President for the Academy of Community Engagement Scholarship. A recent report for the Annie E. Casey Foundation, the Living Cities National Community Development Initiative and the Urban Serving Universities Coalition which he coauthored describes the contributions of twenty-six public urban research universities to their communities as anchor institutions.

International Connections

A Comparative Study Experience in Cuba

During Spring Break, 2014, seven graduate students from the Department of Public and Nonprofit Administration traveled with other SUAPP graduate students to Cuba as part of a study abroad session. Led by Dr. Sharon Wrobel, this trip was part of a Comparative Public Administration course focused on social policy and sustainable development in Cuba. This is the second year the program has been offered and the Division expects to offer it again in the summer of 2015.



On this trip, students were challenged to compare and contrast societies, policies, and way of life, given the radically different functions of bureaucracy in Cuba and the U.S. They explored the Cuban government policies with respect to literacy and infant mortality rates, issues that still present challenges in our urban community. Additionally, they comparatively examined Cuba's central planned economy and bureaucratic governance for efficiency of social policy and community involvement and consensus building processes.

Students attended presentations and lectures by a number of noted Cuban Scholars in architecture, urban planning, and medicine. Additionally, Director of Cuba Girasol, Rodrigo Gonzalez, provided a brief history and the current state of political and social situations in Cuba. Through these lectures, students learned about a variety of policy areas, and were able to speak candidly and ask questions. Individual perceptions of the U.S. approach to similar policies were explored through first-hand comparisons and open conversations. Students were also introduced to members of the grassroots organization Proyecto Espiral, which educated young people about environmental and sustainable issues. Lastly, students traveled to a variety of locations to see examples of social, natural, business, cultural, and artistic nature of Cuban life and communities.

Alumni as Public and Non-profit Leaders

The Department of Public and Nonprofit Administration is distinguished by the number of leaders that it has produced for public service. City examples include directors in police services, fire services, finance, housing and community development, public works, chief administration officers and human resources. Graduates have provided leadership for a range of Shelby County offices and positions including Mayor, Sheriff, Chief Administrative Officer, Public Health, and others. Department alumni have also served in elective office positions with multiple graduates on city councils, county commissions, and the Tennessee State Legislature.

Likewise, the Department has produced leadership for nonprofit organizations in the community. Graduates are found in key positions in social services, development, and health services organizations. As current examples of that range, Ms. Anita Vaughn is Chief Executive Officer for Baptist Memorial Hospital for Women, Dr. Ken Brown is Executive Vice Chancellor for the University of Tennessee Health Sciences Center and Susan Schmidt is President of Nonprofit Leadership Alliance, the national academic credentialing authority for certified nonprofit professionals.

Alumni Profiles

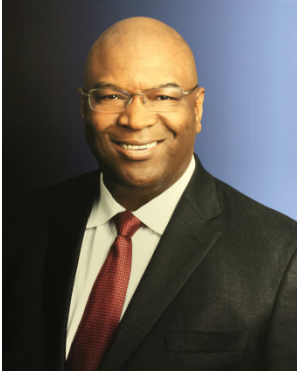


Mayor Mark H. Luttrell, Jr. received a Bachelor of Arts degree from Union University and a Masters in Public Administration from the University of Memphis. His long public service career began with the Shelby County Penal Farm, progressed to his being warden over several federal prisons, and continued with his election as Sheriff of Shelby County in 2002. During his tenure he earned several awards, personally and for the various institutions under his management, for outstanding leadership over major improvements to the county jail system and accreditation. In August 2010, Mark was elected

Shelby County Mayor. He has since led several successful initiatives in economic development, such as creating the Economic Development Growth Engine (EDGE) for Memphis and Shelby County, while also emphasizing expanded public awareness of healthy living through the Healthy Shelby program.

Ms. Deanie Parker is past president of the University of Memphis Alumni Association National Executive Board of Directors. She was the 2006 recipient of the University's Distinguished Alumna Award. She joined Stax Records in 1962 after winning a talent contest. Hired as the company's director of publicity, she stayed with the company until it closed in 1976. At that point, she completed the Masters of Public Administration at the University of Memphis rising to leadership positions with Memphis in May and the Regional Medical Center at Memphis. Working with civic and business leaders, Ms. Parker spearheaded the campaign to create the Stax Museum of American Soul Music from which she recently retired as CEO. She was executive director of the Emmy-winning film project *I Am a Man*.





Mr. Reginald Milton was elected to the Shelby County Board of Commissioners in August 2014. Mr. Milton is a lifelong Memphian and holds a Masters of Public Administration from the University of Memphis with a concentration in Nonprofit Management. He received his undergraduate degree from LeMoyne-Owen College with a BS in Biology/Mathematics.

With a career in social service spanning over 20 years, Mr. Milton has been a champion for the rights of others. He was the Director of Education and Training for Memphis Planned Parenthood, Neighborhood Specialist for the City of Memphis and for the past 15 years he has served as the President/CEO of SMA, Incorporated, a not-for-profit agency, which serves at-risk youth and families in crisis. Mr. Milton sits on the board of Regional One (formally The MED) and the advisory board of the Tennessee Department of Children's Services. He has been an active member of several civic organizations: Mid-South Coalition on HIV/AIDS, Community Development Council of Memphis, Memphis Heritage Association, Leadership Memphis 2009 Executive Class, Literacy Mid-South, Vice Chair of the Shelby County Democratic Party and has served as the Commissioner for Memphis City Beautiful.

Mr. Milton has been honored with several awards for his work in improving the lives of Memphians:

- The Harold Love Outstanding Community Involvement Award
- Recipient of the Sierra Club Environmental Justice Award
- Received the Volvo for Life Award for Civic Excellence
- Received the JC Penny Golden Rule Award
- Presented with the United States Jefferson's Award for Civic Achievement

Carole Coulter graduated from the University of Memphis MPA program in May 2014. Prior to that, she earned her undergraduate degree in Organizational Leadership and her CNP in 2011. She became Grow Memphis' Executive Director in September 2014. Coulter served Grow Memphis as the Food Policy Coordinator for the Food Advisory Council for Memphis and Shelby County since May 2013.

Coulter's previous experience with Grow Memphis started in 2010 with undergraduate research on alternative land use for vacant property-- including community gardens--a graduate internship in 2012, and a Housing and Community Development Fellowship that focused on the development of the Food Advisory Council. After graduating from the University of Memphis with a Master of Public Administration in Public Management and Policy in 2013, Carole was eager to continue her work with Grow Memphis.



Grow Memphis staff members, left to right: Chris Peterson, Carole Coulter, and Ashley Atkins.

Aside from her academic career and community work, Coulter maintains a home garden with a backyard flock of chickens. “I have always practiced organic and sustainable growing practices and hope to encourage my community in becoming more knowledgeable about food sources and food security through urban agriculture.” Carole feels very strongly about public service and commitment to community, and continues to be committed to the work of GrowMemphis and the Food Advisory Council, which is economically strengthening our community and providing healthy and sustainable opportunities for all citizens.



Courtney Robertson had already obtained a Biomedical Engineering degree before he entered the graduate program of Public and Non-profit Administration. When he was first considering the MPA program, Robertson viewed the networks that professors have with the community as a major asset. “What appealed to me most was the opportunity to learn from and work alongside professors who were so well connected in Memphis and whose work was actually impacting the community.” Through his graduate assistantships and various group projects, he tapped into those networks himself. Upon completing his degree in 2013, Robertson went to work for Knowledge Quest, a nonprofit organization that provides after-school programming and youth/community development in South Memphis. Robertson has a variety of duties as Special Assistant to the Executive Director, including managing the organization’s evaluative framework, managing the strategic plan and expansion of the organization’s USDA-certified organic Green Leaf Learning Farm, writing and managing major organization grants, and serving on various committees and task forces on behalf of the organization and the Executive Director. The work he completed in his MPA program has not only well equipped him with the skills and preparation necessary to his job, but also inclines him think critically and try new strategies.

DEPARTMENT OF SOCIAL WORK

The Social Work Department at the University of Memphis has a Council on Social Work Education (CSWE) accredited Baccalaureate Program and a Council on Social Work Education (CSWE) accredited Master's Program. The goal of the baccalaureate program is to train entry-level social workers for generalist practice. The goal of the master's program is to train advanced social workers in one of two concentrations: 1) Advanced Practice with Children, Youth, and Families or 2) Advanced Practice with Adults and Families. Both programs have a strong focus on social justice and practice in an urban environment.

Driven by Doing

Expanding Assets and Steering Initiative (EASI)

In 2011, The Department of Social Work partnered with LeMoyne-Owen College Community Development Corporation (LOCDC) to address the 40-50% African-American child poverty rate in South Memphis, despite identified available community resources such as tutors, counselors, and African drum teachers. Following the evidence-based standards of the national mentoring movement as well as recommendations by the National Academies Institute of Medicine, EASI built capacity for a replicable culturally-centered youth mentoring program by using the proven African American and Native American models of elder/mentor-led drumming circles to engage youth and support families.

Fifteen mentors were recruited and trained through the EASI project. These mentors went on to mentor as many as twelve youth a week. They engaged youth in activities and discussion topics in addition to drumming circles. Additionally, community service providers were integrated into drumming performances and theatrical presentations, and EASI facilitated three drumming performances.

This project provided additional knowledge to the reflective research about the benefit of using indigenous cultural assets to address risk for unhealthy youth development. Also, undergraduate social work students had the opportunity to facilitate meetings and mentor recruitment, enhancing their academic experience.

Memphis Museums, Inc.

Memphis Museums Inc. is a project that used access to a local natural science museum to increase students' motivation for learning and actual knowledge of science through structured field trips to the museum. The project introduced low-income fourth and fifth grade students attending Kingsbury Elementary to the Pink Palace Museum through a series of four science-focused field trips. During each visit, students received a hall tour of the museum and a hands-on lab class to correspond with Tennessee standardized learning objectives for science as assessed with the Tennessee Comprehensive Assessment Program (TCAP). Additionally, 106 Kingsbury Elementary students and their family members participated in a special event featuring "nutrition and food labels."

Although the fifth grade teachers found it difficult to integrate the field trip into the mandated testing schedule, the findings of the project suggest that the field trips provided important enrichment to students and may be a useful aid in knowledge retention, particularly for at risk

students. Overall, the children from Kingsbury Elementary were introduced to the Pink Palace Museum and to science in fun and interesting ways that are expected to increase their interest in STEM careers over the long term.

Partnership for Educational Advocacy and Parity (PEAP)

The Department of Social Work partnered with Memphis Area Legal Services (MALS) in 2013 to address the barriers that parents of school-aged children with disabilities face in understanding and accessing the Individualized Education Program (IEP) to meet their educational needs. The program is currently in progress, and is training parents, guardians, and professionals to advocate for the services and procedural processes guaranteed under the Individuals with Disabilities Education Act (IDEA).

Project team members, who included a graduate Social Work student and a third-year law student, worked together to produce a standard curriculum that outlines the Special Education law, advocacy strategies, and resources, and held training sessions to over one hundred parents and professionals using the curriculum. A permanent resource center available for partner agencies was also established at MALS. Additionally, the majority of participants provided contact information for future reference, and eight families have become clients, seeking support with IEP advocacy.

The PEAP project successfully brought together two separate disciplines--social work and law--in order to create services that are desperately needed by the community. Furthermore, it has created unprecedented opportunities for social work faculty members to collaborate with area attorneys on a second related project called Life Plan, which is intended to provide planning and coordination of services for families and people with disabilities. Going forward, the goal is to incorporate Life Plan into PEAP, developing a continuum for families with children and young adults with disabilities.

MSW-PDI

Drs. Susan Neely-Barnes, Susan Elswick, and Elena Delavega have received a three-year grant to fund the Midsouth Social Work Professional Development Initiative (MSW-PDI) from the Health and Resources and Services Administration. The purpose of the MSW-PDI is to expand the number of master's level social workers in Memphis and the Midsouth region. The project will train 33 second year MSW interns per year. The project will augment the existing curriculum that includes a concentration in Advanced Practice with Children, Youth, and Families and existing field placement requirements with field agency experiences and symposiums focused on transition age youth, violence prevention, integration with primary care, interprofessional education, engagement with families, and cultural and linguistic competency. MSW-PDI utilizes community partners and area professionals to provide the trainings, as well as leverages grant monies to bring national trainers to address focus areas for students and the professional community.

Interns participating in the training will receive a \$10,000 stipend connected to their field placement and have the opportunity to apply for travel funding to attend conferences and symposia. This substantial award allows students to address financial burdens that may otherwise hinder their success in the graduate program. One recent graduate shared the following:

"I am a single parent and have guardianship of my 14 year-old sister. Prior to the MSW-PDI program I worked a full-time job, in addition to my internship. This stipend has given me the opportunity to finish my graduate studies worry-free about financial burdens. I am able to cover living expenses and have gas to travel to school and training sessions. I now have the financial stability necessary to be successful and focused this semester."

The research team hopes to sustain the program after the funding ends by establishment of a training center that will offer continuing professional education and clinical services to the community.

A total of six cohorts will complete MSW-PDI in the three year period, for an anticipated total of approximately 94 trainees. The first cohort of 18 MSW-PDI prepared students completed their training in April 2015, and have since graduated from the MSW program. Outcomes from the initial group indicate significant increases in competence in all six focus areas. The second cohort has been filled and will begin in July 2015.



MSW-PDI students at an experiential didactic training

Students Helping Students

Drs. Gregory Washington, Susan Neely-Barnes, Susan Elswick, and Robin Lennon- Dearing received a \$40,000 Tennessee Board of Regents Office of Academic Affairs Faculty Research Grant for "The Students Helping Students Program: 'Response to Intervention' in Higher Education." Response to Intervention (RtI) is an evidence based practice model in K12 education that is used to identify at risk students and give them additional educational supports to promote success. Although well established in K12 education, research on its use in higher education is lacking. The project will use MSW students serving as graduate assistants to screen undergraduate BA in social work students on writing skills, study skills, reading fluency, stress management, and coping skills. Undergraduates who are identified as at risk will be offered either one-on-one or group intervention targeted to the identified skill area. Students will also be encouraged to use existing campus resources when appropriate. Reassessment will occur monthly and students will stay in the program until supports are no longer needed.

Alumni Profiles



Tomika Flowers graduated from the University of Memphis obtaining a Bachelors of Social Work degree in 2007. While pursuing her degree, she worked as a teacher assistant for Memphis City Schools and as a mental health tech for the Babylove program. After securing a BSW, she began working for Urban Strategies Memphis HOPE as a Case Manager/Senior Coordinator. She provided intensive case management for multi-families and seniors, collaborating closely with Housing and Urban Development (HUD) to reintegrate tenants into new revitalized housing.

Flowers obtained her MSW from the University of Tennessee in 2009 and began working for Counseling Services of Eastern Arkansas as a Therapist, which sparked her passion for mental health services. She conducted emergency screenings in jails, homes, schools, and hospitals. She also completed treatment plans and provided therapeutic interventions for children, adults, and families while working collaboratively with a variety of agencies, schools, and other healthcare organizations in the community.

Flowers then returned to Memphis and worked as a Drug/Alcohol Therapist with pregnant and postpartum women addicted to drugs and alcohol. She worked as Medical Social Worker for a community health center offering a wide range of medical and clinical services, including services for students and the homeless. Flowers also coordinated various services for uninsured patients.

After achieving her LCSW in 2012, Flowers worked with an LCSW in a private practice in the community and as a PRN for Lakeside Behavioral Health Systems.

Still desiring to work in the area of mental health, Flowers was hired by the Department of Veterans Affairs, where she currently serves as a mental health social worker in the Outpatient Mental Health Clinic. She provides various clinical services for veterans while continuing to assess the psychosocial functioning and needs of veterans and their family members.

Since 2013, she has also served as an adjunct professor for the University of Memphis.

Wendy Barringer graduated with her Bachelors of Social Work degree from the University of Memphis in May 2012. Barringer is currently working for the Department of Children Services, where she is an Investigator for situations of abuse and neglect. She works with families to help ensure there are no safety risks to the children, to keep children with the families when possible, and as a last resort, she to find foster homes for the children that must be removed.

Barringer went into social work because she was passionate about helping people. The mentoring program and internship opportunities in the social work program prepared her for working in the Department by preparing her workers for the real work of working with the public. Her experiences helped access the required empathy and resources necessary to support families and provide assistance in the worst of circumstances.

LOOKING AHEAD

New Leadership



Dr. David Cox, Professor, Public and Nonprofit Administration

Dr. Cox will be Interim Head of SUAPP until a new Head is selected. Currently, Cox is involved in a set of national initiatives aimed at advancing community-university partnerships and engaged scholarship. He is a member of the Executive Committee of the Urban Serving Universities' (USU) Strengthening Communities Strand. In that role, he participated as a co-author of *Anchor Institutions Generating Prosperity for American Cities White Paper* documenting urban university contributions to local economies. Most recently, he served as principal author of the Strand's *Public Safety Partnerships that Advance Urban Development Community of Practice* concept paper. Other related activities include serving as Co-Chair of the National Policy Committee on Community-University Partnerships for the Anchor Institution Taskforce, as Vice President of the Academy of Engaged Scholarship, as a member of the Anchor Institution Dashboard Cohort, and member of the Association of Public and Land-Grant Universities (APLU) Commission on Innovation, Competitiveness and Economic Prosperity. In the latter role, he led the University of Memphis' designation of one the first national universities to receive the APLU's Innovation and Economic Prosperity Universities Designation Awards. In 2013, Dr. Cox served as Chair of the Society for College and University Planning Annual International Conference whose theme was community-university integrated partnerships and planning.

Dr. Cox is currently working on three projects related to community-university partnerships. In the first, he is coordinating the University of Memphis' participation in the City of Memphis' Blue Print for Prosperity Initiative. The University's role is to produce a draft "white paper" identifying possible local actions that can be taken to increase the financial resiliency of a significant portion of Memphis' citizens. Fourteen faculty members from nine departments and four colleges are contributing ideas to the draft. The second is a U.S. Department of Education First in the World grant aimed at identifying practices leading to increased retention and graduation of under-served undergraduate students. The grant, in collaboration by the University of Memphis with the University of Minnesota, University of Illinois-Chicago, University of Georgia, City University New York, and the University of California-Santa Cruz is exploring the effect of community engagement on that retention and graduation. Third, Dr. Cox is a member of the University Neighborhood District Corporation the 501(c)3 leading revitalization in the University District.

New Partners

Center for Research on Women (CROW)

The Center for Research on Women (CROW) is moving to SUAPP. The mission of the Center for Research on Women at the University of Memphis is to conduct, promote, and disseminate scholarship on women and social inequality. Established in 1982, CROW's approach to research, theory, and programming emphasizes the structural relationships among race, class, gender, and sexuality, particularly in the U.S. South and among women of color. Through research relationships with diverse faculty across campus and community partners, the Center develops grant proposals, conducts externally funded grants and contracts, sponsors campus events, and develops the applied research skills of our graduate students. Through our research and events, we encourage our students, campus, and community to understand and engage with the struggles and successes of women in our region and the world.

The Center has more than forty University of Memphis CROW faculty affiliates, representing social science, humanities, science, and engineering disciplines. With its reputation for engaged scholarship, CROW will be physically moving to the School of Urban Affairs and Public Policy this summer to further the Center's collaboration with other engaged scholars in the School and to gain grant administrative support for the Center's efforts. The Center will continue to work broadly with other scholars across campus, including providing graduate student research support for faculty affiliates with the goal of future funded projects (three this summer). At this time, the Center has two highly active research interest groups (RIG) underway, 1) gender and the environment under the leadership of Drs. Keri Brondo (Anthropology) and Arleen Hill (Earth Sciences) violence against women under the leadership of Drs. Carole Danehower (Management) and Catherine Simmons (Social Work). A soon to be launched research interest group will be led by Dr. Sharon Wrobel (Public and Nonprofit Administration) related to developing a proposal to research gender and engaged scholarship.



Dr. Joy Clay, Interim Director, Professor, Associate Dean

Dr. Clay has been the Interim Director of the Center since last fall when Dr. Sagrestano went on leave and will continue in this role to complete the research team's new three-year A Step Ahead Foundation funded study on birth control decision making. While continuing to do teaching, research, and service in the Division of Public Administration and as Associate Dean, College of Arts and Sciences (2008-2015), Clay has been on the Center for Research on Women's (CROW) research team for the Community Voice, HIV Transportation, Adolescent Pregnancy Prevention, and other projects with Drs. Lynda Sagrestano (CROW Director) and Ruthbeth Finerman (Chair, Anthropology). Specifically related to recent public administration research, Dr. Clay was on the research team with Dr. Hyland (SUAPP) and Ms. Susan Schmidt (Public and

Nonprofit Administration) to conduct a third, three-year evaluation of Shelby County's Lead Hazard Control Program (most recent project completed 2012), edited two symposia volumes on collaboration (2012) and intergovernmental administration (2013) respectively for the *Journal of Health and Human Services*, and published a book on collaboration with Dr. Dorothy Norris-Tirrell (2010). Last year, Dr. Clay worked with SUAPP and Drs. Catherine Simmons (Social Work) and Douglas Imig (Political Science) related to the planning of the fall forum, *Place-Based Strategies for Strengthening Capacity in the Mid-South: Lessons Learned*. She is co-chairing, with Dr. Carole Danehower (Management), the planning of one of next year's events for the Critical Conversations series on sexual assault on university campuses. She is a board member of the Memphis Area Women's Council and Southeastern Conference on Public Administration.

On the Horizon

Urban Affairs Doctoral Proposal

A Letter of Application (LOA) to offer the Ph.D. in Urban Affairs at the University of Memphis was developed by an interdisciplinary team representing four SUAPP departments and three social science departments outside of SUAPP. The College of Arts and Sciences and University Graduate Councils approved the LOA during the 2014-2015 academic year. It was then sent to the Tennessee Board of Regents and Tennessee Higher Education Commission for approval, which is anticipated early in the 2015-2016 academic year. Following approval, an Implementation Portfolio will be generated, an External Review conducted, and ultimately a program leading to a Ph.D. in Urban Affairs at the University of Memphis will begin.

The proposed Ph.D. in Urban Affairs will be an interdisciplinary degree advancing theoretical understanding of urban affairs and public policy through inquiry-driven examination of urban issues and challenges. The primary goal of the program leading to a Ph.D. in Urban Affairs will be to provide an advanced research base for professionals and academics dedicated to building capacity in urban communities. Designed for students who already hold a Master's degree in a social science related field, the PhD in Urban Affairs will provide graduates with the knowledge and ability to advance understanding of urban systems, the capacity to demonstrate applied public policy problem-solving based on research and data, and the skills to engage with community constituents as partners in those enterprises. Please look for more information about the Ph.D. in Urban Affairs in near future.

Mid-South Family and Community Empowerment Institute

The Department of Social Work is developing the Mid-South Family and Community Empowerment Institute (MSFCEI). This multidimensional Institute is dedicated to training and professional development, assessment, research, and the dissemination of knowledge, information and referral, and wrap-around services to the greater Memphis community.

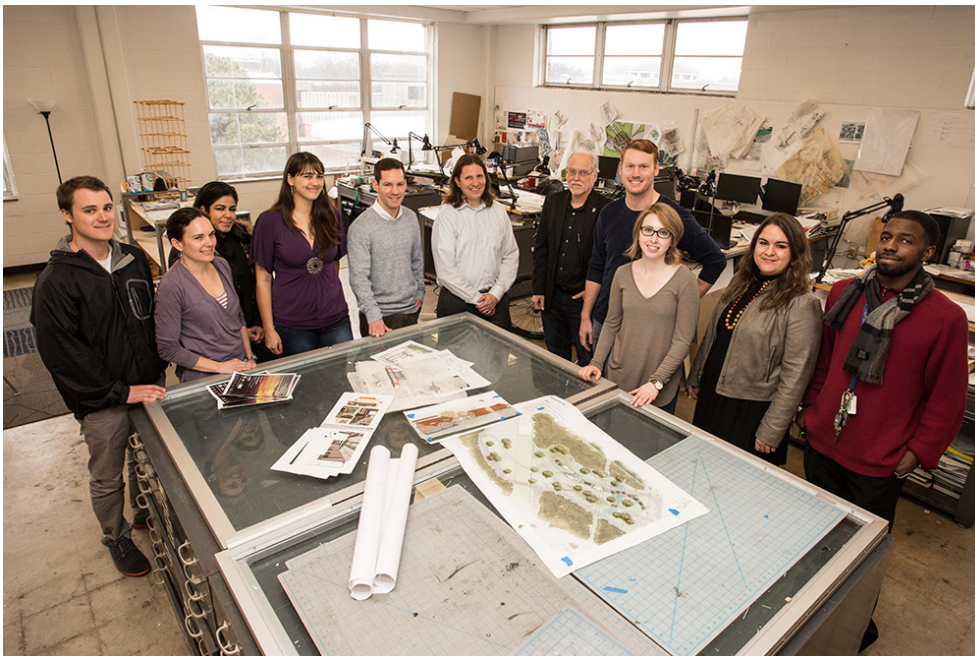
Service to the community will be provided via Continuing Educational programming, the Annual Social Work Symposium, a data center, social work evidence-based interventions, workforce development courses, and the placement of BASW and MSW students in traditional and nontraditional field agencies.

Center for Community Criminology Research

The Criminal Justice Department anticipates establishing the Center for Community Criminology Research (CCCR) on the Lambuth campus by Spring of 2016. The mission of the CCCR will be to serve as a clearing house for the dissemination of information to local criminal justice professionals including attorneys, judges, law enforcement, corrections, law makers, public policy officials, and interested citizens. In short, the mission of the CCCR, consistent with the University of the Memphis, is to serve as a resource, particularly for the (Jackson and West Tennessee) community. The CCCR will also host annual regional, national and international conferences, criminal justice executive leadership classes, homeland security/emergency management administration seminars, and possibly prepare new law enforcement and correctional officers through the West Tennessee Public Safety Preparation Office. Approval is pending.

The University of Memphis Design Collaborative

The University of Memphis Design Collaborative is a new joint venture between the Division of City and Regional Planning and the Department of Architecture. This Design Collaborative will be an outreach arm of the University, focused on critical community challenges in urban design and community development. The Design Collaborative developed from a partnership between the University of Memphis and the Memphis Regional Design Center. Through its interdisciplinary strengths, the Design Collaborative will connect building and site design to community improvement in a comprehensive way, supported by the kind of collaboration that a university setting can facilitate. The Design Collaborative will seek to make the relationship between citizens and the city (as a physical, social, and economic entity) work better.



Design Collaborative activities will be:

- Built on collaboration, with partnerships between different disciplines at the University, and partnerships between the University and the community (including grassroots organizations, non-profits, practitioners, philanthropists, and local government).
- Forward-thinking and focused on what will make Memphis a desirable place to work, live, and recreate.
- Comprehensive, so that we're promoting public projects that complement each other and drive a common community objective.

In Closing

The efforts and the people in this report not only highlight the nature of the work and scholarship of SUAPP in the past five years, but also illustrate the continuity of the School's mission and signal the direction of its future. As we look ahead to SUAPP's future, it is good to take a quick look back to note what has already been achieved. Since its inception, the School of Urban Affairs and Public Policy, both through its approach and its work, has built a foundation for community building based on relationships. The importance of these relationships cannot be overstated, as it has taken years of work to cultivate the range and diversity of partnerships we have today. We have thoughtfully and deliberately established intentional partnerships and collaborations with local organizations, groups, and institutions in both the public and private sectors to garner the most experience, participation, and investment by community stakeholders, especially those who have the most to gain or lose by our engagement, or lack thereof. In doing so, we have made connections and linkages across the community and the University that have organically grown into a community building infrastructure that increases the capacity and reach of more strategic, creative, and transformative community building efforts. This network of partnerships, including those among other colleges and institutes of our own university, provides a variety of meaningful opportunities of engagement for our faculty and students to use teaching and scholarship to support our Mid-South communities.

SUAPP will continue to be "Driven by Doing." Through engaged scholarship, we will continue to nurture and grow these relationships, to expand the use and development of methods and technologies to address the critical issues facing our communities, and to develop and adapt community building approaches that bring transformative improvements to our communities. Our efforts, both in the classroom and in the community, will continue to increase our scholarship, enhance the professional development of our students, and further solidify and expand the University's connections with the Mid-South.



THE UNIVERSITY OF
MEMPHIS®

A Tennessee Board of Regents Institution An Equal Opportunity/Affirmative Action University