U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT

Collaborating for Change:
PARTNERSHIPS TO TRANSFORM LOCAL COMMUNITIES

PD&R

Office of University Partnerships

U.S. Department of Housing and Urban Development
Office of Policy Development and Research

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Preface

There is a relatively small office here at the U.S. Department of Housing and Urban Development (HUD) that has made a very large impact on communities nationwide. Its name—the Office of University Partnerships (OUP)—tells you everything you need to know about its work.

For the past 16 years, OUP has managed a variety of grant programs that offer financial support and technical assistance to help colleges and universities carry out community development activities in their neighborhoods. Over the years, OUP grantees have been extraordinarily successful in achieving great outcomes with relatively small staffs and modest funding. How do they accomplish this? Without exception, every good thing that these institutions of higher education (IHEs) accomplish in their communities is achieved through partnerships.

As its name indicates, the Office of University Partnerships encourages and supports these collaborations. Partnerships are at the core of OUP's mission and a hallmark of every project to which OUP provides financial and technical support.

OUP grants provide colleges and universities with a unique opportunity to work closely with their neighbors, which include community-based organizations, local government agencies, public schools, houses of worship, civic associations, housing developers, Tribal councils, health professionals, cultural organizations, banks, local merchants, foundations, environmental groups, social service providers, individual residents, and many other stakeholders. IHEs contribute a host of financial and in-kind resources; extensive knowledge about relevant community-development issues; research capabilities; and the energy and enthusiasm of faculty, staff, and students. Their partners bring an intimate knowledge of community issues and residents as well as a proven ability to get things done at the local level.

The community-based relationships that develop during an OUP grant period endure long after grant funds have been spent. These relationships are a powerful force behind the kind

of permanent, transformative change that allows communities to help their residents build brighter futures for themselves and their families.

With this first volume of *Collaborating for Change: Partnerships to Transform Local Communities,* HUD and OUP celebrate the campus-community collaborations that are changing the economic and social landscape of large and small, urban and rural communities nationwide. This first volume focuses on the Hispanic-Serving Institutions Assisting Communities Program, the Tribal Colleges and Universities Program, and the Doctoral Dissertation Research Grants Program. The second volume will examine the work of the Historically Black Colleges and Universities and the Alaska Native/Native Hawaiian Institutions Assisting Communities. We congratulate our grantees on a job well done, and we extend our heartfelt thanks to their community partners, who have added so much to OUP-supported efforts to revitalize local communities.

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Introduction

By Armand W. Carriere

The importance of colleges and universities to the continued growth and well-being of our nation has long been acknowledged. As Americans, we celebrate the quality and accessibility of our institutions of higher education (IHEs), even as we work to make curricula more relevant and access easier and more affordable. We believe, and rightly so, that by training our future leaders and by adding to our research-based knowledge, higher education plays a critical role in preparing our country for future challenges. Those challenges will have an impact on the quality of life of many Americans, including those experiencing poverty and economic insecurity, those struggling to manage chronic health issues, and those living in communities that could benefit from economic development and neighborhood revitalization efforts.

As colleges and universities seek to make an impact in these and other areas, their work inevitably extends beyond the formal classroom to encompass their states, cities, and local neighborhoods. Recognizing that they can accomplish more if they do not act alone, these IHEs often collaborate with community leaders, organizations, and residents to design projects and programs that address and assist in solving community problems. In the end, these collaborations make the community-based work of IHEs richer, more relevant, and far more effective because of the unique experiences, skills, and perspectives of those involved in the efforts.

A Brief History of Community Engagement

Historians describe a variety of influences that helped create an approach to higher education that fosters community engagement. Those influences include the religious-based service

orientation of Colonial-era colleges and universities (later to be known as Ivy League institutions); the Morrill Act of the mid-19th century, which expanded education and services to a growing agrarian economy; and the Settlement House movement of the late 19th century, which saw institutions like the University of Chicago collaborate with Hull House to provide education and services to a predominantly immigrant urban population.

The belief that colleges and universities should no longer be *ivory towers* that are cut off from the outside world began to evolve even further during the 20th century, when the social turmoil of the 1960s and the end of the Cold War caused IHEs to revisit their research agendas, their curricula, and their relationships with their host communities.

More recently, the concept of campus-community engagement has been championed by organizations such as Campus Compact, Campus Community Partnerships for Health, and, most significantly, the U.S. Department of Housing and Urban Development (HUD). HUD created the Office of University Partnerships (OUP) in 1994 as a vehicle to provide colleges and universities the financial and technical support they needed to assist in the revitalization of their local communities *in partnership with* their neighbors in those communities. For the past 16 years, OUP has supported more than 300 IHEs in their efforts to step outside the boundaries of their campuses and to join local residents in powerful initiatives that address such community-identified needs as affordable and decent housing, job creation and training, health promotion, small business development, and access to technology for residents of every age and income level. Those initiatives—and those partnerships—continue to this day.

How have colleges and universities been able to take on such diverse and difficult challenges? The answer is simple. They did not do it alone. As the very name of OUP indicates, they did it through *partnerships*.

Characteristics of Successful Partnerships

There is no single definition of partnership as it relates to campus-community engagement. A partnership may be a well-established and ongoing relationship between the campus and a single community-based organization or multiple community partners. Or it could be a single, discrete collaboration with a defined beginning and ending. A partnership might involve a single faculty or staff member who serves in a consulting role to a community-based organization or local government agency. Or it could involve an entire academic department or campus-wide center that enables teams of faculty, staff, and students to work with community partners on pressing community issues. If the college or university has received a grant from HUD or another funding agency, the partnership will have a fiduciary aspect. But partnerships

can just as easily spur colleges and universities to contribute their time and talent, rather than their money, to community-driven initiatives.

Clearly, there are as many different forms of partnership as there are colleges and universities; and the best partnerships will certainly reflect the unique aspects of the educational institution, its community, and its partners. However, every partnership will also share several basic, key elements.

- **Shared Vision/Common Ground.** No partnership can be successful unless all parties agree on what the ultimate goals of the partnership will be. Do the partners have the same view of the problem that they have come together to address? Do they agree on the strategies that will be implemented to address the problem? Do the partners define success in the same way? Does each partner have a clear understanding of what the other partners expect the partnership to achieve?

- **Clearly Defined Roles.** In some partnerships, the college or university delegates the day-to-day operations of a project to a partnering organization like a community development corporation. In this case, the roles of each partner will be clear. In other cases, however, the IHE and its partners share responsibility for a project's operational activities and administrative functions. In this case, it is vital that all parties have a clear understanding of their specific responsibilities.

- **Equality of Partnership.** Regardless of how specific roles are defined, the partnership must be approached as a collaborative effort among equals. It can be easy for an IHE to assume a dominant or leadership role in these partnerships, especially if the educational partner has abundant resources. This dominance, whether conscious or unconscious, can be damaging to the partnership. In order to be good partners, colleges and universities must understand the importance of the community voice and must listen carefully to this voice as they develop their partnership projects to ensure that all partners are active participants.

- **Historical Awareness.** An IHE contemplating a partnership with a community organization should first do some research to uncover any previous history that may exist between the college and the community. It is not uncommon for a college and a community to have a history of conflict over such issues as real estate development and subsequent community displacement, crime, and student behaviors, to name a few. Conversely, it will be important to know about previous partnership efforts that produced mutually beneficial results. The prospects of success for a new partnership will increase if that partnership can build on the successes of past collaborations.

- **Understanding Limitations**. It is important for every partner to understand and make clear to others its limitations vis-à-vis the partnership. Such limitations are inevitable. Institutional and community priorities change, changes in campus and community leadership take place, grants expire. The college or university, despite its good intentions, cannot be all things to all people. Likewise, the community cannot be seen as a *laboratory* that is available for any and all college-sponsored research and program efforts.

- **Communication**. Good communication is common to all successful partnerships. If an IHE is serious about extending itself into the community, it must create an environment in which all parties feel comfortable and welcome to share their concerns. Above all, the college or university must be willing to listen. Equally important, the plans and programs adopted by the partners must reflect that listening process.

- **Assessment**. Efforts to assess the effectiveness of a partnership, including benefits that the collaboration offers to all partnering organizations, should be ongoing. The assessment process should include representatives from all participating organizations. Most important, the results of the assessment must be shared with all the partners. Partnerships can be strengthened when open, honest assessment takes place. Often, the IHEs can provide the technical skills necessary to develop evaluation tools. Some colleges have also trained community members in basic research skills as a way to secure better assessment data while providing community members with new skills.

Next Steps

There is much to celebrate about the success of the programs highlighted in this volume and the many more OUP-supported partnerships that have worked diligently to revitalize their communities over the past 16 years. Their efforts have produced marked improvements in the lives of thousands of low- and moderate-income citizens throughout America, including some of our most vulnerable populations. The successes achieved by these programs are the result of the tireless and dedicated efforts of campus and community leaders alike.

Despite our success, however, one major question faces everyone involved in the work of community engagement. Can that engagement be sustained? Will HUD grants continue? Will state and local governments continue their support? Will the philanthropic community maintain local development initiatives, particularly in marginalized communities, as a priority?

Because we live in uncertain times, the answers to these questions will not always be a resounding yes. Funding sources could very well dry up, even in communities that are most in need of that financial support. Unfortunately, the needs of those communities are likely to grow. To meet these mounting needs, it may be incumbent on colleges and universities and

their community partners to examine new, creative ways to support community revitalization initiatives.

For example, it may be time to examine the totality of resources—both financial and in-kind—that are available on the campus and then assess what additional assets can be tapped on behalf of the community. Can faculty develop curricula that will engage their students in efforts that respond to community-identified needs? Can institutional policies encourage the purchase of goods and services from local merchants? Is the college or university in a position to direct capital improvement contracts to local minority- or women-owned businesses? Do personnel policies favor local hires?

In addition, it may also be advisable to carefully document the success of campus-community partnerships. At a time when financial support for community engagement may be more difficult to secure, IHEs and their partners must be prepared to show potential funders and policymakers at the local, state, and federal levels that their collaborative projects are making a difference and having an impact on local communities. The best way to illustrate that success is to collect, organize, and disseminate hard data that shows concrete and positive outcomes.

About This Publication

Collaborating for Change: Partnerships to Transform Local Communities is the first of a two-volume publication designed to examine the great work that OUP grantees and their partners are carrying out nationwide. This volume highlights the success stories that are being written each day by grantees and partners in three OUP programs: the Hispanic-Serving Institutions Assisting Communities Program, the Tribal Colleges and Universities Program, and the Doctoral Dissertation Research Grant Program. The next volume in this series, to be published in 2011, will focus on the partnerships being developed by grantees in the Historically Black Colleges and Universities Program and the Alaska Native/Native Hawaiian Institutions Assisting Communities Program.

Each section of this publication offers an in-depth case study of one grantee whose experience with partnerships reflects the experiences of OUP grantees. These case studies describe the partnerships themselves, how they were developed, and how they are nurtured over time. The case studies also provide important insights into what makes these partnerships work and what occasionally makes them challenging. Grantees speak openly about those challenges and offer advice, based on their own experiences, about how those challenges can be overcome.

These in-depth profiles are followed by a series of partnership snapshots—short profiles of successful partnerships that individual grantees submitted for inclusion in this publication. I know you will be impressed by these shorter profiles, which illustrate the breadth of

community development initiatives being undertaken by OUP grantees and the wide variety of community partners that are involved in OUP-supported projects.

Conclusion

Colleges and universities are making an important and valuable contribution to their communities with the help of HUD grants and other leveraged funds, the support of OUP staff, and the cooperation of community partners. It is important that this work be recognized and that its further growth is encouraged. I am confident that this publication, by shining a light on OUP's dedicated grantees and their impressive partners, will allow that to happen.

Hispanic-Serving Institutions Assisting Communities

Bringing a Community Together to Help Residents Build Wealth

Midland College

Midland, Texas
2003, 2007

For decades, Midland College thought it was doing a pretty good job of engaging with the west Texas city of more than 100,000 residents from which it gets its name. That feeling changed about 10 years ago when the college held a series of focus groups to see how Midland residents viewed the campus. The responses were surprising, to put it mildly.

Focus group facilitators asked residents from various city neighborhoods whether they would ever consider attending or sending their children to Midland College. The answer from residents of one neighborhood on the south side of town was a resounding "no." Significantly, the majority of residents in that neighborhood are low- and moderate-income Hispanic families who make up the city's fastest growing population group.

"It was like being hit by an 18-wheeler," recalls Eileen Piwetz, the college's vice president for institutional advancement.

"We learned that there were people in our community who did not feel comfortable coming to our campus," says Piwetz about the focus group findings. "Basically, they felt that our campus was for rich, white people. It just never occurred to us that we were perceived in that manner by anybody. We didn't think

we were doing a bad job. But now we realized that we had a problem."

Up until then, says Piwetz, the college had tried to be welcoming to all prospective students. It had worked hard to keep classes small and tuition low. Faculty and staff viewed themselves as friendly and accommodating. The college had invested substantial resources to make its physical campus beautiful and inviting. It had also partnered with several local foundations to offer full scholarships to graduates of Midland high schools who maintained a 2.5 grade point average and agreed to do volunteer work in the community. Most significantly, the college had been careful to make sure, year after year, that the percentage of Hispanic students attending Midland College matched the percentage of Hispanics living in Midland.

Eileen Piwetz, Midland College's vice president for institutional advancement.

Now it was obvious that the college had to do more. And over the next few years, that's exactly what it did.

Viewing the focus groups as a wake-up call, Midland College renewed its commitment to hire faculty of color. It began what has become an ongoing campaign to attract first-generation college students to its classes, and sought grants—from HUD's Hispanic-Serving Institutions Assisting Communities (HSIAC) program and the U.S. Department of Education—that would help it accomplish that goal. The college also took a closer look at how it could improve its outreach to residents of south Midland.

That outreach wasn't limited to college-age students. For example, the college began offering scholarships for its annual summer camps to children living in south Midland. It also made a deliberate effort to welcome residents of that community to a series

of free performing arts programs that the college provides annually as a service to all Midland residents. After the college hosted a performance by the Mexican dance troupe Ballet Folklorico a few years ago, the performing arts series became very popular within Midland's Hispanic community. Spanish speakers of all ages now attend the series, says Piwetz, whether it features the Chinese Golden Dragon Acrobats or song writer Marvin Hamlisch. "We learned that music transcends language barriers," she says.

At the same time, the college decided to establish the Cogdell Learning Center at 201 West Florida Avenue in the heart of Midland's Hispanic community. The building, originally donated to the city of Midland by local businessman Bill Pace Cogdell, was acquired by Midland College in 1992. It now provides a satellite location for the Midland College Adult Basic Education Department, which sponsors General Educational Development (GED), English as a Second Language (ESL), and citizenship classes. The center also administers the Bill Pace Cogdell Scholarship Trust, which offers financial support to Midland College students who begin their education at the learning center, and it offers various higher education outreach services such as helping community members complete the Free Application for Federal Student Aid.

The south-side learning center also serves as a kind of community center where local residents vote in elections, access

the Internet in a public computer lab, get assistance with tax preparation from the Volunteer Income Tax Assistance (VITA) program, and receive help in starting a small business from the college's Business and Economic Development Center (BEDC).

"If you want to help out the community, you have to show them that you care," says Alfredo Chaparro, director of community services at the college, who oversees activities at the center. "I'm a strong believer that if Midland College wants to push higher education, it needs to do a lot more than just push higher education."

Doing More Than Promoting Higher Education

Alfredo Chaparro came to Midland College in October 2001 as director of the Cogdell Learning Center. Since then, his responsibilities at Midland College have expanded, but he's still promoting a lot more than higher education in the south Midland community. In fact, Chaparro has gained a reputation over the past 9 years as someone who is willing to investigate any good idea that might help improve the economic security of low- and moderate-income families. One of those good ideas was the Individual Development Account (IDA) program that Midland College has administered since 2007 with help from a HSIAC grant.

IDAs are special savings accounts that low- and moderate-income individuals can use

to save for a particular asset purchase, like a downpayment on a home or a piece of equipment for a small business. The unique feature of an IDA—and what sets it apart from regular savings accounts—is that the organization sponsoring the IDA matches each dollar that IDA participants deposit in their savings accounts. In order to encourage participants to get into the habit of saving, IDA programs always feature some form of financial education.

Chaparro is the first to admit that bringing an IDA program to Midland, and having Midland College sponsor that program with HSIAC funds, was not actually his idea. Instead, that idea came from David Diaz, director of the Midland Community Development Corporation (MCDC) and a long-time Midland College partner. Diaz says he stumbled upon the IDA concept at a housing conference in 2002 and just could not let go of the idea.

"Everybody was telling me, you have to get an IDA program started," said Diaz, whose organization has built and sold about 65 affordable homes in Midland during the past 6 years. "Everywhere I went, I would hear how an IDA would help the families we serve afford their downpayment. But at the time my whole focus was on getting our houses built. That in itself was monumental. There was no way I could start an IDA program and make a success of it. Fortunately, that was about the time I met Alfredo."

Chaparro was intrigued by the IDA concept from the start. But after more investigation

about IDAs, he decided it was too big a project to take on right away. Instead, Midland College collaborated with MCDC on a 2003 HSIAC grant that established a construction trades training program at the college. The project, which was administered by the BEDC and the college's Building Trades Science program, was designed to improve the availability of affordable housing in Midland by training community members for entry-level construction industry jobs.

The IDA idea may have been put on the back burner, but it never went away. After the 2003 HSIAC grant was completed, Diaz continued to push Chaparro to apply for another HSIAC grant that would support such a savings program. Diaz introduced Chaparro to John West, president of the local Community National Bank. He also connected both Chaparro and West with a consultant who could advise them on how to set up an IDA program. Then, Chaparro and Betsy Seanard, BEDC associate director, traveled around Texas to learn as much as they could from current IDA sponsors and from organizations that offer technical assistance and support to nonprofits interested in establishing IDAs.

"We had heard all kinds of wonderful things about IDAs and the more we researched, the more we thought we could do it," says Seanard, who administers Midland College's IDA program. "But it's a huge program that is not traditionally in the realm of higher education. For a college to be cutting checks for people to buy homes

is really unusual. We decided to wait a year so we could really do our homework. We saw the impact that an IDA program could have on the community. And we wanted to do something really awesome. A smaller program just wasn't something that we could get as excited about."

Savings for Independence Program

In fall 2007, Midland College's BEDC received a HSIAC grant that allowed it to establish the IDA program that Chaparro and Seanard had envisioned. The Savings for Independence Program would disburse a $300,000 pool of funds over 3 years to help 60 families purchase homes and 15 individuals establish their own businesses. Participants in the program would have to agree to save at least $10 a month in an IDA account and complete all 10 sessions of Money Smart, the financial education/ training program developed by the Federal Deposit Insurance Corporation (FDIC). In addition, participants saving for a home agreed to attend a homebuyer training program, while participants interested in starting a business agreed to write a business plan and take advantage of entrepreneurship counseling provided by the BEDC.

In return, the BEDC matched every dollar that participants saved, up to $1,000, with $3 from its HSIAC-supported fund. By spring 2010, with 6 months left in the HSIAC grant, the program had committed $298,400

of its $300,000 to IDA savers. Forty-two families had purchased their homes and 17 businesses had purchased assets that included computers and software, lawn care equipment, food service trailers, and cameras for a photography business. An additional 19 individuals had earned their match but had not yet made their purchase.

Because HSIAC grants last only 3 years—and most IDA programs run for at least 5 years—Chaparro says he felt an acute sense of urgency to start the program on time.

"We couldn't wait for 3 or 6 months to set up the program," he says. "So on day 1 of the grant, we had hired a director and we had developed the 20 forms that we would need to determine a participant's eligibility and get them set up with an IDA. We knew what every step in the process was going to be and we were ready to go."

Establishing all the steps in the process took months of thought and extensive discussions with all of the project's partners, which include MCDC, Midland Habitat for Humanity, Community National Bank, the city of Midland Community Development Office, and Casa de Amigos, a community-based service provider located in south Midland. Together, the partners created an IDA program with the following elements:

- **The match rate:** The BEDC has been somewhat flexible in setting the match rate that it offers IDA participants. For most of the grant period, the program offered homebuyers a $3 match for

Renee Rivera, bank officer, with an IDA applicant.

every dollar they saved, up to $1,000. That meant that homebuyers could conceivably bring an extra $3,000 to a house closing, if they had been able to deposit $1,000 of their own money in the IDA account. During the first year of the program, IDA participants saving for a business earned a $4 match for every dollar they saved. This higher rate was designed to bolster the popularity of the business IDA and was dropped to a $3 match in the second year of the program. Similarly, toward the end of the IDA program, the BEDC adjusted the match rate again in order to stretch grant dollars and assist as many people as possible before grant funds ran out. A year before the grant ended, for example, the BEDC began offering matches of $2 for every dollar new IDA participants saved. By spring 2010, the match rate had fallen to $1 for every dollar that new participants saved.

- **Match limitations:** IDA participants are encouraged to deposit as much money in their IDA accounts as they can manage to save. However, no more than $1,000 is eligible for a match. BEDC places matching funds on deposit with Community National Bank as soon as participants earn them. The bank holds those matching funds on deposit in an interest-bearing custodial account owned by Midland College and pays out matches when participants are ready to make a purchase. Match payments are made by bank check directly to the title company, in the case of a home purchase, or to a vendor, in the case of a business-related purchase. Participants who leave the program or are terminated do not receive their match.

- **Eligibility:** Eligible IDA participants must document that they are receiving earned income and that their income puts them in the low- to moderate-income range, as defined by HUD's annual income limits.

- **Eligible Purchases:** Participants can use their IDA proceeds to make a first-time home purchase as long as the cost of the home does not exceed 120 percent of the average area purchase price. Owners of small businesses can use their funds to buy tangible assets for a new or existing entrepreneurial activity, but not to pay operating costs or salaries.

- **Bank Accounts:** IDA participants open their savings accounts at Community National Bank; they pay no service charges and aren't required to maintain a minimum balance. The bank sends monthly statements to all IDA account holders and to the BEDC staff. In turn, the BEDC formulates an IDA statement for each participant that shows the participant's savings and the anticipated match. IDA participants are required to save for 6 consecutive months, or 9 out of 12 months, before they can claim their match.

- **Emergency Withdrawals:** Participants can only make withdrawals from their IDA accounts in the event of an emergency, and those withdrawals must be approved by the BEDC. Qualifying emergencies include the need to forestall an impending eviction or to pay for critical healthcare or living expenses. Participants must repay these emergency withdrawals within 12 months in order to remain in the program. While emergency withdrawals are not common, those that do occur actually help keep the participant on track to save for a home, says Seanard.

"We had one client whose car caught on fire," she says. "She needed money to buy another car before the insurance check came in or she would have lost her job. So she withdrew $700 from her IDA account. When the insurance check came in, she put the money back in her account. A month later, she was able

to buy her house. Because she had her IDA account, she didn't have to go to a predatory lender to get the money she needed. If she didn't have the IDA, that emergency would have delayed her home purchase."

Financial Education

While the IDA program has certainly helped Midland residents afford to make important purchases, the program's educational components—including the Money Smart classes, homeownership training, business assistance, and credit counseling—could very well turn out to be more important aspect of the IDA for the city's low- and moderate-income families.

"We can't just qualify (low-income homebuyers) and get them a home," says Sylvester Cantu, Midland's Community Development Administrator. "If that's all we do, then they are going to lose their home because they don't have the tools to be homebuyers, and they don't have the budget to do all the things that come with homeownership. Credit counseling, in particular, is a good way to prepare a person to buy a home and then also to keep it."

Credit counseling is especially critical for those IDA participants who are not mortgage-ready when they apply for the program. Some families can take a year or more to resolve their credit issues, meeting with BEDC staff up to 15 times to receive guidance and encouragement, says

Financial education class.

Seanard. But all that effort pays off, she says.

"We have had people who improved their credit score by over 100 points," she says. "That's huge. It's just amazing to see what a difference this makes in a person's life. For the first time in years, they can answer the phone at home with confidence knowing that it's not a creditor on the line. They are not paying high fees for insurance, deposits on utilities, or high interest rates when they have to borrow money. And they are saving money so they don't have to go to a predatory lender to get money in an emergency."

When clients with credit issues sit down with Seanard or the other credit counselors at the BEDC, they receive advice on prioritizing their outstanding bills, as well as tips on how to come up with a little extra money each month to pay those bills. Seanard often suggests that clients

go on a *crash budget* as they prepare for homeownership, just as they would go on a crash diet to prepare for a special occasion.

"You have to decide that you are not going to get your nails done for a while," says Seanard. "You might get a 12-pack of soda at Wal-Mart instead of picking up a fountain drink at the fast food restaurant. I sometimes suggest that families see if they can go without cable television for a year. They may not need a cell phone. They can go to the library for their videos. It is amazing how much unnecessary spending people can squeeze out of their budgets."

MCDC has documented the impact that this type of counseling and education has had on its clients.

"I'm really proud to say that out of the 65 families that have made a home purchase through MCDC, we have only lost one family to foreclosure," says Diaz. "That in itself is a testament to the education that they have received. A lot of families would not have gotten themselves mortgage-ready if it had not been for all the hand-holding taking place."

Need for the Program

Midland, Texas, was established in 1881 as the midway point between Fort Worth and El Paso on the Texas and Pacific Railroad. The railroad played a primary role in the local economy until 1923 when oil was discovered in the nearby Permian Basin. Soon afterwards, Midland was transformed forever into a west Texas oil town with an economy that is now closely linked to that industry's boom-and-bust cycles. During boom times—including the post-World War II years and the 1970s—the city's population soared and its housing became scarce and expensive. During bust periods, that same housing was abandoned and vacant lots proliferated.

"In the 1960s, we overbuilt and then we had a bust," says Diaz. "We had an unbelievable number of vacant houses, and they just sat there. There were about 1,000 houses that were bulldozed simply because it was cheaper than paying property taxes on them."

Another oil boom, which occurred in 2007 and 2008, brought with it many new residents who bought up most of the city's depleted housing inventory, says Diaz. The result was a housing shortage for those on the lower end of the economic scale. The price of rental homes and apartments in the area began to escalate at unprecedented rates—by 20 percent in one year alone. At one point in 2007, says Diaz, there were fewer than 10 homes on the market that were selling for less than $100,000.

"We saw a lot of families doubling up in housing," he says. "We saw a lot of young couples living with their parents because housing was nonexistent. If you found a house on the market for less than $30,000 it meant you were buying a shell. It was definitely a seller's market. Our buying families had very little to pick from."

South Midland was a thriving community neighborhood during the post-World War II oil boom. But in recent years it has experienced more than its share of decline, even as other parts of the city enjoyed new development and investment. As a result, the IDA's target area became one of the poorest sections of Midland. It is now home to predominantly low-skilled, blue-collar workers, 62 percent of whom are Hispanic. More than two-thirds of the families in the target area have low-to-moderate incomes and 27 percent are living below the poverty line, according to the *2006 Federal Financial Institutions Examination Council Census Report.*

These economic challenges have placed south Midland on several high-needs lists maintained by a variety of government agencies. For example, the Texas Department of Housing and Community Affairs has determined that several areas of the neighborhood have a high need for affordable housing. The Internal Revenue Service has targeted the area for specialized income tax assistance services, including the VITA program. The city of Midland has designated the area an "impact area" for Community Development Block Grant (CDBG) funds because, when compared to other city neighborhoods, it has the greatest need for housing development, housing rehabilitation, and demolition of dilapidated structures.

These and other economic needs have had a dramatic impact on the personal wealth of neighborhood residents. When preparing

Midland College students in front of the Scharbauer Student Center.

its HSIAC application, Midland College's grant development committee found that the working poor in Midland live from paycheck to paycheck with little opportunity to save or accumulate assets. More than half (62.4 percent) of VITA participants told the committee that they planned to use their tax refunds to pay bills. Only 23.4 percent said they would save a portion of that refund. The majority of respondents stated that they had spent their refund before they had even filed their taxes.

Local Solutions

Midland's housing shortage has brought renewed attention to the large number of vacant lots that dot the periphery of the city's downtown. These lots, cleared of abandoned homes after one of the city's many oil busts, remained vacant as new development was taking place in the north and northwest parts of the city. For housing

developers like MCDC and Midland Habitat for Humanity, the vacant lots represented a "gold mine," says Diaz. All of the necessary infrastructure—from sewers to sidewalks—was already in place, which would reduce development costs immensely. Since 2004, the city of Midland has used a significant portion of its CDBG funds to purchase these vacant lots located within several of Midland's selected target areas (STA). The city then donates the land to nonprofit housing developers for the express purpose of building affordable housing.

Under Sylvester Cantu's direction, the city's Community Development Office gave MCDC 12 vacant lots around the perimeter of the downtown district. Using funds from local foundations, the CDC then purchased an additional 20 vacant lots in the same neighborhood and began building an affordable housing development called Old Pueblo Park. After a second donation of 12 lots from the city, MCDC followed the same strategy. It raised money to purchase additional lots and created a second, 30-home development called South Pueblo Park. According to Cantu, that second donation of lots was part of a larger initiative through which the city provided a total of 17 lots to MCDC and 11 lots to Habitat for Humanity for a revitalization project that included the creation of a neighborhood park in a STA called Bradford Park. The city of Midland continues to provide land for about 50 percent of the homes MCDC builds each year. It also provides the lion's share of lots on which Habitat for Humanity builds its homes.

In addition, says Cantu, the city provides reduced development fees, including permits and water and sewer hookups, for housing developed by MCDC and Habitat for Humanity.

"For-profit builders would never go to neighborhoods where Habitat for Humanity and MCDC go," says Alynda Best, executive director of Midland Habitat for Humanity. "But all of a sudden (our presence) changes

Jackson—A Habitat for Humanity Neighborhood.

everything in those neighborhoods. You begin to see neighbors fixing their fences or making other improvements. You can literally see the neighborhood begin to change. That lot sat empty, collecting nothing but beer bottles and weeds for years. Then, suddenly, it begins to generate this stream of income back to the city in the form of taxes. And then you see property values go up, which has happened here."

Having found a reliable source of affordable land in Midland, thanks to the city and to

CDBG funds, nonprofit housing developers faced two additional challenges. They needed to find prospective homebuyers who could meet the income requirements of their programs while, at the same time, qualifying for a mortgage. They also needed to tap into enough subsidies to make their homes as affordable as possible. The IDA appeared to be a strategy that could help address both of those challenges. But it would take a number of partners to make it work.

MCDC and Midland Habitat for Humanity

MCDC and Midland Habitat for Humanity have become the primary referral sources for Midland College's Savings for Independence Program. In fact, all MCDC and Habitat for Humanity clients over the past 3 years have taken advantage of the IDA. The $3,000 in IDA match funds that these clients bring to a closing is only one part of a package of layered subsidies that, taken together, help to lower the price of the homes and the homeowner's mortgage. Most prospective homeowners also receive help with their downpayment from the Federal Home Loan Bank and from the city of Midland through its CDGB and/or state HOME funds. These subsidies, taken together, can often reduce the price of a 3-bedroom MCDC home from $109,000 to $75,000, says Diaz.

"When you're trying to get the purchase price down by $35,000, the IDA makes all

the difference in the world for a family," he says. "Without this kind of layered financing, one of three things has to happen: the mortgage goes up, the quality of the housing is cut back, or the housing developer has to work for less money. A combination of all the layers of assistance makes the whole program work."

Even with these subsidies, some prospective homeowners won't qualify to purchase a MCDC home because their incomes are too low. MCDC typically serves families whose incomes fall between 60 and 80 percent of the area median income. For families with lower incomes, there is one other alternative: Habitat for Humanity, which serves families with incomes that fall between 25 and 60 percent of the area median income. Because the need for affordable housing in Midland is so great, the competition for a Habitat for Humanity house can be stiff, however. During its once-yearly selection process, the organization receives about 150 applications for the 6 to 10 homes it plans to build that year, says Best. Successful applicants must have lived in Midland County for a year, currently live in substandard or overcrowded housing, and agree to work 350 sweat-equity hours to build either their own or someone else's home.

Unlike MCDC clients, families that purchase a home through Habitat for Humanity do not need to approach commercial lenders for their mortgages. Habitat for Humanity sells its home for the cost of construction

and provides 25-year mortgages directly to its clients at zero-percent interest.

Habitat for Humanity sells its 3-bedroom 2-bath homes for $52,000, according to Best. However, Cantu estimates that these homes would probably be appraised at more $85,000 in the Midland market. A typical Habitat for Humanity client will have a monthly house payment that is somewhere between $350 and $450, which includes principle, insurance, and taxes. Each month, Habitat for Humanity also collects a $25 fee, which it places into a savings account that the new owner can tap to pay for future home repairs.

By spring 2010, 12 Habitat for Humanity clients had already purchased their homes with help from the IDA program, and Habitat for Humanity was building homes for 6 additional IDA participants. Best hoped she could get at least two more of her clients through the IDA program before it ended. IDA funds reduce the average client's monthly house payment by $10–15 a month, she says.

"That doesn't sound like a whole lot but when you are at the income levels of our families, it is significant," she says. "That's 6 percent of the cost of our homes. That is pretty big. It's too good a deal for our clients to walk away from."

The IDA program dovetailed beautifully with Habitat for Humanity's program, says Best. Like IDA participants, all Habitat for Humanity clients are required to take financial literacy and homebuyer education classes. IDA participants working with Habitat for Humanity fulfill those requirements by attending Habitat for Humanity-sponsored programs. And, like IDA participants, Habitat for Humanity clients have always been required to save money. Ideally, says Best, those clients should have enough money, by closing, to cover their first year's home insurance and tax bills.

"Instead of bringing their checks to us, they bring them over to Community National Bank," says Best about IDA participants. "This was the first time that some of our clients had ever walked into a bank. This program has helped them overcome their fear of banks. It has also gotten them into a pattern of saving and that has really helped. It is a beautiful concept."

Community National Bank

Bringing the IDA from a "beautiful concept" to a program that would run smoothly on a day-to-day basis rested on the shoulders of Betsy Seanard at BEDC and the staff at Community National Bank (CNB). The 26-year-old CNB, an independent, locally owned commercial bank, hosts the IDA program at its Florida Street branch, which is located at the center of the south Midland neighborhood, just a few blocks from the college's Cogdell Learning Center. Even before the IDA, the bank was engaged in the neighborhood. It has presented a popular financial literacy program at Casa de Amigos since 2004.

The financial literacy program was the brainchild of CNB President John West, who came to Midland in 2002 just after a major acquisition doubled the bank's size. Coincidentally, one of West's first initiatives was to find out how residents of south Midland perceived the bank. Just like Midland College, the bank hired facilitators to run focus groups in the neighborhood. And, just like Midland College, the bank received information it didn't necessarily want to hear.

"We were at the time the only bank that had a presence in south Midland," recalls West. "We discovered fairly early in the focus group process that we were not very well received at all. The little branch did well, but it was not perceived by the Hispanic community as serving the community. So we set out to improve our presence there. We knew that we would forfeit our position there if we didn't do something to be proactive in that market."

As part of what has become known at the "Hispanic Initiative," CNB hired bilingual employees in every one of its 11 branches, and it appointed a senior staff member to coordinate outreach to the local community. In addition, a senior executive of the bank joined the board of Casa de Amigos in 2003.

"He joined the board with the intent of finding out what we could do to help Casa and, at the same time, help ourselves," says West. "We were hoping that by working with the Hispanic community we could try to lift the economic measurements in

John West, President/COO of Community National Bank.

that community, get the real estate values up, and increase the employment rate. We needed to make that market healthier from an economic standpoint."

Initially, the bank used financial literacy as a way to meet those goals. In 2004, bank employees began volunteering their time to teach the FDIC's Money Smart curriculum to clients of Casa de Amigos. The program proved both popular and needed among participants, who were not familiar or comfortable with banks.

"There is a high level of resistance to having a bank account and a much higher comfort level with payday lending," says West about south Midland. "Payday lenders have proliferated in that area. They are on every corner. They are renting office space, they are advertising, and they have got big signs up everywhere. They obviously are making a lot of money by exploiting low-income people. There is a very very pressing need to educate this population

so they understand better what this kind of lending is costing them."

The financial literacy program also caught the attention of Alfredo Chaparro, who knew that the IDA program Midland College was planning to establish would need a financial literacy component. West says that Chaparro's phone call about the IDA program came at a critical point in the bank's outreach initiative.

"I had been searching for ways that the bank might expand its outreach to the unbanked market," says West. "I had been studying IDA programs even before I met Alfredo. They were intriguing to me because they require financial literacy training, they require a bank account, and their objective is to help people buy a house or buy or start their own business. I saw all of that as a win-win for the bank."

In late 2006, the BEDC and CNB began talking about a partnership that would eventually lead to the establishment of the IDA program in CNB's Florida Street branch. That's where participants open their IDA accounts, deposit their savings, and receive their match. In addition to handling the IDA, CNB has also worked with MCDC to provide seed money for new construction and it has funded several mortgages for IDA participants. While West could take credit for helping to increase the availability of affordable housing in Midland through these initiatives, he is quick to point out that his motives are not entirely altruistic.

"If these families can reach the point where they can buy a new house, then they are going to be responsible citizens of that community," says West. "They will probably also be good customers of ours."

Casa de Amigos

The Money Smart program offered to local residents by CNB is held at Casa de Amigos, a nonprofit community center that has been operating in south Midland for half a century. Prior to the IDA, Money Smart classes were held over a series of evenings a few times a year. To accommodate increased enrollment by IDA participants, the curriculum is now offered in single, all-day class that is held on Saturdays about once a month. Casa handles registration for the classes, provides childcare, and serves lunch to participants.

Casa de Amigos Executive Director Lael Cordes-Pitts says that her organization is a good IDA partner because of its long-term commitment to and knowledge of the south Midland neighborhood and its experience working with community partners. Rather than provide direct services to the 8,000 to 10,000 low-income clients who visit its center each year, Casa de Amigos prides itself on working with community partners to bring needed services to its clients. Typically, those clients are Hispanic females who are single parents, heads of household, earn $15,000 or less each year, and "are living paycheck to paycheck," says Cordes-Pitts.

"We don't want to be an agency that gives handouts," she says about Casa's guiding philosophy. "We want to do programs that really create self-sufficiency. We want individuals to stand on their own. That was an appealing part of the IDA."

Meeting emergency needs may help a family over the short term, says Cordes-Pitts. But in the long run, that approach makes people less, not more, independent.

"The more we can show them that education is a means of improvement and the more we can help them understand budgeting and financial literacy, the more likely a family will be to move forward and have a better quality of life for the long term," she says.

Clients visit Casa de Amigos' center to attend English language classes, to prepare for their GED test, and to receive case management services. The center also sponsors the VITA program, which has helped low-income individuals complete their income tax returns since it made its national debut at Casa de Amigos in 1968. That longevity in south Midland has made Casa de Amigos a knowledgeable member of the IDA planning team and a trusted referral agency for the program.

"We've been here, we've built trust, we keep our eyes on the needs of our clients and local residents," says Cordes-Pitts. "We are getting the word out to people that if they use their tax refund to purchase a home or start a business they can get a match of $3 for every $1 they save. It

Casa de Amigos Money Smart class teachers.

becomes an easy draw with the clients that we have. It helps them realize they want a home instead of renting, or that they want to establish their own business. It gives them the motivation to work for the long-term, to work on independence."

A Sum that is Greater Than the Parts

Every partner in Midland College's Saving for Independence program agrees that no one organization could have pulled off the IDA program by itself. And each partner seems to have made at least one contribution to the partnership that no other partner could have delivered. The nonprofit housing developers brought clients to the program and provided the required homebuyer training. Casa de Amigos also referred clients to the program and hosted the expanded Money Smart program. CNB provided teachers for

that critical financial literacy component while also taking care of all IDA-related banking services. Through the HSIAC grant, Midland College's Business and Education Development Center provided the funding for the IDA match, worked closely with applicants, administered the program on a day-to-day basis, and provided business and credit counseling.

While part of the IDA's success can be attributed to the individual capabilities of the partners, those associated with the program also describe a unique spirit of cooperation that characterizes the program and has made it work so well. That cooperation didn't happen by itself, they say. The partners took deliberate steps to ensure that it was part of every aspect of their collaboration.

How can other organizations replicate this kind of success? Interviews with partners yielded these insights:

- **Don't rush into a project.**

  "You need time to propose an idea, think about it, absorb it, think about the problems, ask follow-up questions of each other and other parties," says Chaparro. "I want 6 months to really think about the projects I'm working on. Time is invaluable. This is a complicated project so we needed a lot of time to work out all the details."

- **Choose your partners well.**

  "Partner with people and organizations that have good reputations," says

Chaparro. That means looking at the track records of potential partners to make sure that they are known for delivering on promises and following through on commitments. In addition, try to determine if the organization is a mover and shaker in the community and also that your main contact is a mover and shaker within the organization. That individual should be planning to stay with the organization for the foreseeable future and should have enough clout to make your project an organizational priority.

Choosing partners with care will help the project accomplish its goals more quickly, but it will also build the program's credibility within the community, says Diaz.

"When we ask for a meeting with financial institutions, they show up because of the legitimacy of all these organizations working together," he says about the IDA partners. "They know we mean business and they know we are getting things done."

- **Get to know your partners in advance.**

  Chaparro makes a point to get involved in community activities that don't necessary relate directly to his job at Midland College. As part of that effort, Chaparro chaired the Midland Affordable Housing Alliance and currently leads the Midland Asset-Building Coalition. It's all a part of

his ongoing effort to meet and build relationships with potential partners, he says.

"At first, I wondered why I was involved with all this affordable housing stuff," admits Chaparro. "I knew it was related to our HSIAC work, but it was taking up a lot of time and I found myself wondering when it would start paying dividends. But over time, through these connections, I became an advocate for affordable housing. I began to understand the need. I also understood how difficult it is to make an impact. I learned that it's not the one thing you do in affordable housing that will change the outcomes for a community. It is the 100 things you do in affordable housing."

Chaparro's understanding of the affordable housing community helped make the IDA program an easy fit for Alynda Best at Habitat for Humanity because it allowed her organization to participate "in a way we felt comfortable," she says. Specifically, Best points to her request that Habitat for Humanity be allowed to offer its IDA participants a different financial literacy program than other IDA participants attended. Chaparro says that being flexible on this point wasn't a big decision for him because he was familiar with the Habitat for Humanity model and trusted that Habitat for Humanity would do a good job providing financial literacy training to its clients.

Midland College students on campus.

"Five or 6 years ago, I served on the selection committee for Habitat for Humanity and spent a summer reviewing applications, meeting the families, and deciding which families to select for the coming year," says Chaparro. "Because I worked at Habitat for Humanity, I knew they are doing great things with the financial literacy piece. That experience was invaluable. If you don't know your partner, you could be making a lot of assumptions that may not be valid."

- **Get buy-in from key community stakeholders.**

  "Community leaders need to see that you are not an outsider coming to do *to them*, but that you are *with them*," says Cordes-Pitts. "They need to feel that the partnership offers everyone equal input."

John West saw the need to seek that early buy-in from within his own bank and recommends that others in his position do the same.

"I have had 100-percent support from our management and our board of directors," he says. "That support has been critical. Make sure your board is aware all along where you are going with a project like this."

- **Make sure all partners are on the same page.**

All of BEDC's IDA partners say they appreciated the fact that Chaparro made it very clear from the beginning exactly what would be expected from them and what they could expect from other partners.

"Alfredo realizes the need for communication," says Cordes-Pitts. "He will tell you that it is just his personal style, but it really has helped. He wanted everything very clearly spelled out. He made it very easy to partner in this grant."

Chaparro has worked hard to earn this and other glowing reports. In particular, he was a stickler when it came to ironing out the details of the memorandum of understanding (MOU) that he executed with each partner. He insisted that each partner meet with him three times before the MOU was signed. During the first meeting, Chaparro summarized verbally what he and the partner had

already discussed informally about their individual responsibilities within the project. During the second meeting, Chaparro sat down with the president or executive director of the partnering organization, presented a written draft of the MOU, and gave attendees the opportunity to either agree to that draft verbally or make necessary adjustments. During a third meeting, Chaparro reviewed the final draft of the MOU, after which he and the partner signed on the dotted line.

"My experience is that most grants administrators just go through that first level to get partnership commitments," he says. "Then they draw up the draft MOU and go get the signatures, without ever discussing it again. It doesn't surprise me that, down the road, the partners are saying, 'Well, I thought you were going to do this' or 'No, I didn't intend that.'"

- **Make sure each partner has a "win-win."**

Chaparro says he was impressed when CNB President John West made it clear that the bank's interest in the IDA program was not entirely altruistic.

"John has stockholders, he is interested in market share," says Chaparro. "That information is power for me. Because once I understand better where partners are coming from, that allows the relationship to hit new levels. That won't happen until you really

understand what the other person is looking for in the relationship and the partnership. I get nervous when I think a partner is agreeing to participate in a project just to be nice. I worry that as soon as there are problems down the road, they may not follow through on their commitments."

- **Choose your battles.**

Because partnerships between organizations always involve individuals who have different personalities, disagreements are inevitable, says Chaparro. To make sure those disagreements don't sabotage partners' relationships, it's important to discern whether a particular fight is worth fighting, he says. For example, a disagreement early in the IDA partnership involved whether noncitizens would be welcome to participate in the program. While Chaparro was inclined to allow that participation, several partners and community leaders voiced strong disagreement with that policy, he says.

"I knew that we could still serve a tremendous number of people even if we didn't serve noncitizens," says Chaparro. "So I made a decision not to take on that fight. I decided it was not instrumental to the project, and I didn't want to put the partnership in jeopardy right at the beginning of the project. I'm not the only one who has compromised along the way. Everyone has given in on issues because those issues weren't worth the

possibility that the project would be negatively affected."

- **Leave yourself an out.**

"You never know how things will change," says Cordes-Pitts of Casa de Amigos. "There needs to be an opportunity to correct, amend, or dissolve the partnership if that becomes necessary."

- **Do what you said you would do.**

Without exception, the partners in the IDA project point to the trustworthiness of Chaparro and Seanard as the highlight of the collaboration.

"If they say they are going to do something, they get it done," says Diaz. "And that has earned them a great amount of respect in the community. That is why when they call a meeting, everybody shows up."

Sustainability

The relatively short timeframe of the Savings for Independence Program has been an issue for all of the partners, who would rather have seen the program become a permanent fixture in Midland or at least last for more than 3 years.

"Something like this just doesn't happen in 2 or 3 years," says West. "We have seen acceleration over the past year in the number of people who sign up for the IDA. And as these graduates go out and start their business or buy a home, the word gets

around. The program is just starting to get a reputation in that community. We can't let this thing go now."

Midland College and its partners continue to search for ways to continue the IDA program after HSIAC funding runs out in late 2010. But in the meantime, they are continuing their efforts to promote a variety of strategies aimed at increasing the financial stability of the low- and moderate-income families of Midland. Most of that work is taking place through the Midland Asset-Building Coalition, which was established during the HSIAC grant period. The coalition includes all of the IDA partners and a number of new partners, including local banks.

"Asset building will continue in Midland with or without HSIAC money," says Chaparro, who is already planning to include a financial literacy component in the college's next HSIAC grant application. "The work we started with this grant has changed our organization. In 5 years, I'd like the BEDC to become the premier financial literacy organization in town."

That work has already begun. The BEDC succeeded in attracting 140 participants and 20 presenters to Midland's first asset-building conference in 2008. The center also sponsored two special events to recognize local organizations that are helping low- and moderate-income individuals build wealth. Then, in February 2010, the Midland Asset-Building Coalition brought together presidents of Midland's financial institutions

to discuss 10 asset-building strategies in which they might consider participating.

Some of those strategies, which may be appearing in Midland in the near future, include the development of secured, credit-building loans that individuals can report to credit agencies and, when repaid, will improve that person's credit history. Chaparro and Seanard are also hoping to convince new and old partners to expand the city's financial literacy programs, increase efforts to curb predatory lending and tax refund anticipation loans, promote the Earned Income Tax Credit, and expand downpayment assistance and counseling for first-time homebuyers. In addition, David Diaz of MCDC would like to see Midland establish a land bank where private individuals or the city of Midland could donate land for future development of affordable housing.

"The city has stepped up to the plate in providing land for us and for Habitat for Humanity," says Diaz. "But both organizations now have a pretty hefty appetite for undeveloped land and the city is having a hard time keeping up with us. If we are really going to make a dent in affordable housing, we need to take our efforts to the next level."

Whatever that next level is, the partners stand committed to helping local residents build wealth so they can become financially secure. And, for now, they say, the best way to accomplish that goal is through homeownership.

"In Texas, a house is probably the biggest asset that a low-income family will ever own and for the most part, it continues to appreciate," says Diaz. "I know there have been problems and meltdowns throughout the country, but I can't say that that is the case here in Texas. Families who purchased a home 7 years ago for $60,000 now own a house worth $100,000. So once they grow out of the house or decide to sell, they are going to walk away with some nice equity. In Texas, and in Midland, homeownership has proven to be a very effective means of building wealth."

This approach seems to have worked so far for participants in the IDA program, according to Seanard.

"We are taking people who have traditionally been on government assistance," she says. "We're getting them off that assistance and we're turning them into homeowners. They are paying property taxes. They are taking care of their homes. And they are teaching their children to do the same. That's going to have an incredible domino effect on their children and future generations."

HSIAC SNAPSHOTS

Using Community Organizing to Raise Awareness about Recycling

Adams State College
Alamosa, Colorado
1999, 2004, 2009

Goal of the Partnership: The Adams State College (ASC) Community Partnerships Eco-Organizing project was designed to help residents of the San Luis Valley in south central Colorado take direct action to improve their local environment. A variety of partners worked together to develop and coordinate targeted environmentally related projects and events, several of which focused on recycling.

Role of the Partners: Partners worked with ASC's Community Partnerships office to develop and coordinate targeted eco-projects and events, including the following:

Environmental Sustainability Study: With local assistance, the **U.S. Environmental Protection Agency (EPA)** conducted a pilot feasibility study that measured the economic and ecological sustainability of the San Luis Valley and identified the valley's strengths and weaknesses related to that sustainability. This study provided valuable information to the partners as they developed their environmental programs.

Recycled Exhibit and Fashion Show: ASC and its partners sponsored a gallery exhibit and fashion show in conjunction with "America Recycles Day." The exhibit and fashion show promoted the creative and functional use of recycled and repurposed products within

At ASC's Community Partnerships Recycle Fashion Show 2009, student Georgia Anderson wears an outfit made from discarded grocery bags.

the San Luis Valley and inspired business ideas for products using materials that are typically discarded. Items on display included a solar water heater made from plastic bottles and aluminum cans, decorative Christmas lights made from plastic liquor bottles served by airlines, a beach bag crocheted from plastic grocery bags, and candlesticks assembled from various found-metal objects. The exhibit effectively linked business development with ecological art and gave artists a venue in which to sell their work. The exhibit has become an ongoing event sponsored by the **Colorado Council of the Arts.** The **St. Vincent de Paul Thrift Store** donates materials for the annual recycled fashion show.

Reusable Shopping Bag Program: Community-wide cooperation was required for the success of what has become an ongoing reusable shopping bag program. The program has decreased the amount of plastic bags sent to the local landfill and increased local awareness of the environmental harm that plastic bags can cause. Since the program began in 2005, more than 2,000 reusable bags have been sold by a variety of local vendors, including the college. Partners in this effort are the **City Market of Alamosa,** which offers a rebate to customers using the bags; **EARTH,** ASC's student-run environmental group, which promotes the program locally; and the **ASC Athletic Department**, which participated in the project through its CHAMPS (Challenging Athletes Minds for Personal Success) program. The college administration supported the program by purchasing a reusable shopping bag for each ASC employee.

Bottle Cap Recycling Program: ASC partners worked together to launch a bottle cap recycling program because the local recycling center did not accept these caps. Partners in the project included **Alamosa Open High School** and several community organizations, including **Sodexo,** ASC's food contractor. The program was carried out in partnership with the **Aveda Corporation,** a manufacturer of botanically based beauty products, which sponsored the program with the goal of creating new caps out of 100-percent recycled materials. Community members dropped off their caps at ASC's Community Outreach Center.

Benefit to the Grantee: Thanks to HSIAC grant activities, the amount of recycling taking place on the ASC campus has increased, and the college has reduced its carbon footprint. In addition, ASC students have become more involved in the community and feel a greater sense of belonging. This has helped to increase student retention rates. Because the recycling project received extensive media coverage, the college also enjoyed a public relations boost during the grant period.

Benefit to the Community: By working with ASC Community Partnerships on the feasibility study, the EPA gained a model for similar feasibility studies that it plans to conduct in other parts of the country. The City Market of Alamosa's participation in the reusable shopping bag project garnered more respect for the store among environmentally aware residents of the San Luis Valley. The store also gained new customers, because vendors who sold the bags throughout Alamosa usually directed customers to the City Market's rebate program. Similarly, the volunteer-run St. Vincent de Paul Thrift Store, which does not conduct any marketing activities, gained more visibility among college students as a result of its participation in the recycling fashion show.

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HSIAC SNAPSHOTS

Working Together to Provide Adult Education to Low-Income Populations

Arizona Western College

Yuma, Arizona
2000

Goal of the Partnership: Local partners came together to provide training and education at the newly opened Martin Luther King, Jr. Neighborhood Center in the Carver Park neighborhood of Yuma, Arizona. The center is owned and operated by the city of Yuma. Arizona Western College (AWC) used HSIAC funds to equip a computer lab within the neighborhood center and employ a full-time adult education coordinator and a part-time clerical support person who work at the center.

Role of the Partners: A variety of partners worked together during the construction period and after the center was opened. They include the following:

- The **Housing Authority of Yuma** provided classroom space and referred low-income clients for Basic Education and General Educational Development classes while the Martin Luther King, Jr. Neighborhood Center was under construction.

- The **Yuma Private Industry Council,** the local Workforce Investment Act (WIA) One-Stop Career Center, provided funding for job training. Even before the neighborhood center was built, HSIAC and WIA funds allowed the partners to serve 301 low-income individuals.

Child Development Associate (CDA) graduation ceremony at Martin Luther King, Jr. Neighborhood Center.

- The **city of Yuma** supported the efforts of the college's Small Business Development Center, which provides business management courses and free counseling services for neighborhood businesses.

- The local **Volunteer Income Tax Assistance** organization uses the HSIAC-supported computer lab to help low-income and elderly residents file tax returns.

- Through a partnership between AWC and **Carver Elementary School,** local parents and their children come to the computer lab together to learn computer basics. In addition, the **Crane School District Adult**

HSIAC SNAPSHOTS

Education program uses the lab to teach technology skills to its students.

- The college is represented on the neighborhood's **Weed and Seed Steering Committee** and works with partners to support activities that promote a drug and crime-free neighborhood.

Benefit to the Grantee: The HSIAC funds provided the seed money and inspiration for creating partnerships that continue to support the Carver Park Neighborhood. These partnerships have become particularly important because the state

of Arizona recently cut its matching funds for the federal Adult Education Program. The Yuma community will now look to AWC to take a lead in filling the anticipated gap in remedial education. The supportive relationships that AWC now has with a variety of partners will be very valuable as the college develops strategies to meet these needs.

Benefit to the Community: During this project, AWC and its partners developed the Yuma County Adult Education Consortium, which consists of state-funded adult education providers, nonprofit organizations, and the Yuma Private Industry Council. Through this collaboration, adult education providers have learned to identify their individual strengths and weaknesses, recognize their particular target populations, and work more collaboratively by sharing their resources and making referrals to each other's programs. Additional grants have been acquired by building on these relationships.

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CDA graduates pose with instructors second and fifth from left.

HSIAC SNAPSHOTS

Revitalizing a Neighborhood and Its Most Vulnerable Residents

California State University, Monterey Bay
Seaside, California
2007, 2009

Goal of the Partnership: California State University, Monterey Bay (CSUMB) established a "Green Job Corps" that provides job training and employment for very low-income adults who are experiencing significant barriers to employment. The project is based on the belief that employment gives people the opportunity to gain confidence, integrity, and control over their own lives. The Green Job Corps strives to provide crew members with new baseline skills that will help them become effective jobseekers. It also seeks to maximize crew members' positive energy, minimize their stress level, and help them build healthy relationships.

The Green Job Corps is only one part of CSUMB's efforts to revitalize the blighted Chinatown neighborhood of Salinas. Through other activities, also supported by HSIAC funds, the university has established a community learning center that serves as the classroom for the Green Jobs Corps program and houses a silk-screening cooperative that is run by formerly homeless individuals. In addition, community members and students work together to grow organic vegetables in the neighborhood's Community Unity Garden.

Role of the Partners:

- **One-Stop Career Center of Monterey County** provides one-on-one assessment,

Self-empowered—Green Job Corps participants lay on a pile of plants.

employment counseling, and job contacts for Green Job Corps members. The center is sponsored by the Workforce Investment Board, California Employment Development Department, and the JobLink Networking Group.

- **Franciscan Workers of Salinas** provides personal, social, and career guidance and counseling.

- Members of the **Buddhist Temple of Salinas** offer agriculture instruction and mentoring to Green Job Corps members. One temple member owns and operates Hirahara Farms, an organic blueberry operation, while other members have knowledge and experience in agribusiness.

- **Watsonville Wetlands Watch,** an advocate for wetland issues, provides education and training in habitat restoration and natural history.

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- **Interim Inc.,** a local provider of supportive services and affordable housing for people with mental illness, offers supportive services to some crew members, including housing, counseling, and an art program.

- **Men in Transition,** which runs an 18-unit single room occupancy community for men, offers support services for several crew members, including housing and counseling.

- **Victory Mission,** a shelter for homeless individuals, provides housing and spiritual counseling for several crew members.

- **Benefit to the Grantee:** The Green Job Corps project has provided community-based volunteer opportunities for CSUMB students, who must complete a service-learning requirement before they can graduate from the university. The project has attracted service-learning students from a variety of programs, including Visual and Public Arts, Computer Sciences, Oral History, Business, Hunger and Homelessness, Museum Studies, and Health and Wellness. Students in the CSUMB School of Business serve as mentors, coaches, and instructors to Green Job Corps members as they develop their personal skills and search for jobs.

The relationships have been truly reciprocal. Corps members gain a sense of confidence and community by working with the CSUMB students while the CSUMB students learn to appreciate the knowledge and capacity of people who otherwise would seem to have fallen through the cracks. The power of the experience has been transformative for participating students.

Benefit to the Community: The Green Job Corps has been able to improve the lives of individuals whom many project partners serve on an ongoing basis. Crew members found a new confidence that translated into greater community participation and positive social interactions. Many crew members have become leaders in the community, while others have become active and successful jobseekers who are proactive in addressing the barriers that slowed them down in the past. Sixty-six percent of Green Job Corp graduates have found employment or ongoing learning opportunities. In addition, the Job Corps completed landscape projects that beautified a forgotten neighborhood in Salinas' Chinatown. A kitchen garden planted at a local mental health residential facility provided healthy activities and food for the residents.

Partners in the project have also experienced increased awareness of one another and improved interagency communication and understanding. The increased networking creates a larger pool of qualified individuals who can support local outreach programs. For example, a Job Corps member was asked to continue to provide garden and greenhouse instruction to a housing facility where a garden was built. Job Corps members have volunteered for habitat restoration projects and have taken positions on community steering committees where they provided valuable input on several projects.

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HSIAC SNAPSHOTS

Bringing College Services to a One-Stop Career Center

Central Arizona College – Pinal County Community College District
Coolidge, Arizona
2004, 2007

Goal of the Partnership: Although it is larger than the state of Connecticut, Pinal County, Arizona, never had a comprehensive one-stop career center. The goal of this partnership was to establish such a center in the same location as a new Skill Center operated by Central Arizona College (CAC). The Skill Center offers short-term training programs to meet the needs of the clients who take advantage of services offered at the One-Stop Career Center. This co-location of a One-Stop Center and a college-sponsored training program is a first for Arizona.

The comprehensive One-Stop Career Center has attracted more than 1,000 clients/participants per month since it opened in May 2009. The college-sponsored Skill Center offers intensive programs to train nursing assistants and green construction workers, and a program on computer applications for business users. Two courses on employment readiness are included in all training programs offered at the Skill Center.

Role of Partners:

- **Arizona Department of Economic Security** offers employment services, veterans' services, and vocational rehabilitation.

Students (left to right) Jeffrey Fagenbush, Kenneth Herbert, Rex Turvin, Cornelius Lewis, Max Bolt, Dallas Leavell, and Alex L'Esperance are proud of their solar panel mounting accomplishment.

- **Central Arizona Association of Governments (CAAG), Pinal County Re-Employment Pre-Layoff Assistance Center (REPAC), Pinal County Housing,** and **the Gila Pinal Workforce Investment Board** are all partnering agencies in the One-Stop Career Center. CAAG and REPAC refer clients to the center through Workforce Investment Act programs for adults, youth, and dislocated workers.

Benefit to the Grantee: CAC's Skill Center programs and other college programs have received more referrals from project partners since the completion of the comprehensive

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One-Stop Career Center. The college has also enjoyed increased participation from project partners on program advisory committees and in campus strategic planning initiatives.

Benefit to the Community: CAC's participation in this project accelerated the development of the One-Stop Career Center. In addition, the partners have benefitted from having the college as a partner when they request resources from the state, apply for federal funds, and seek training opportunities for staff members who are co-located in the college facility.

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Student Harold Meckler is using an iron tamping tool to compact moist soil in a wooden form to construct a rammed earth wall.

HSIAC SNAPSHOTS

Working with Residents to Preserve Local History

Colorado State University–Pueblo
Pueblo, Colorado
2000

Goal of the Partnership: Colorado State University–Pueblo used its HSIAC funds to purchase two acres of land and two historic buildings owned by the Colorado Fuel and Iron (CF&I) company. Purchase of the land, which is located in Pueblo's Bessemer neighborhood, allowed the Bessemer Historical Society to accept CF&I's donation of an extensive historical archive that dates from 1872 and documents the evolution of the neighborhood, the city, the state, and the American West.

CF&I specified that it would only make its donation if the university and the historical society took steps to properly store and manage the archives. Because the fragile archives would have been difficult to move, the partners realized they could not accept the donation until the property was secured. By preserving Bessemer's heritage, the university and its partner set out to revitalize the neighborhood that housed CF&I's Rocky Mountain Steel Mill for 126 years.

Role of the Partner: The **Bessemer Historical Society** was formed by local residents to save the CF&I archives and buildings. This organization continues to maintain the archives collection.

Benefit to the Grantee: Faculty members and students have used the CF&I archives in their

CF&I Main Administration Building.

classes and as part of their research. One faculty member published a book based on the contents of the archives.

Benefit to the Community: Without the HSIAC grant, purchase of the CF&I buildings would have been impossible. That seed money also allowed the university and the historical society to secure additional grants to hire full-time staff to maintain the CF&I archives. Since the land purchase, a museum has opened in the building next door to the archives. This museum has increased local interest in the archives and brought tourists into a blighted neighborhood.

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HSIAC SNAPSHOTS

Educating Low-Income Students through a Neighborhood Learning Center

Doña Ana Community College
Las Cruces, New Mexico
2000, 2009

Goal of the Partnership: The Mesquite District of Las Cruces, New Mexico, is known as a low-income area troubled by urban blight, deteriorating infrastructure, declining housing stock, high crime rates and drug proliferation, poor health conditions, and very low levels of educational achievement. Doña Ana Community College (DACC) used its 2000 HSIAC grant to construct the Mesquite Neighborhood Learning Center (MNLC) to address the district's high rates of unemployment and low rates of educational attainment. With its 2009 HSIAC grant, the college has addressed the economic development of the community by using the MNLC to provide social services and workforce and life skills training.

In collaboration with community partners, MNLC serves approximately 500 residents of the Mesquite district each year. The community's low-income students have used the center to transition to higher education or to the workforce. In addition, older students are becoming role models for their children, thus helping to break the cycle of poverty.

Role of the Partners: A number of partners provide classes and services within the MNLC. Through their participation in the center, partners have been instrumental in helping the community's low-income students with housing, health issues, family therapy, job searches, tax

MNLC building exterior.

preparation, job-skills training, childcare, and education.

- The **New Mexico Department of Workforce Solutions** sends a staff member to MNLC once a month to provide workshops in interviewing skills, résumé assistance, and individual employment counseling.

- **Jardín de los Niños** provides childcare for students who qualify for this program.

- **Tierra Del Sol** provides homebuyer education and training in financial management and credit management.

- **Southwest Counseling Services** provides individual, group, and family therapy or case management services for mentally ill individuals and adults with substance abuse problems.

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- **Community Action Agency** provides tax preparation training and workshops.

- **Clínica de Familia** provides health workshops, health fairs, and trainings.

- DACC's **Adult Basic Education Program** provides General Educational Development classes in both English and Spanish. It also sponsors English as a Second Language classes.

- DACC's **Small Business Development Center** provides classes and support for students who want to open their own businesses.

- The **city of Las Cruces** offers the use of facilities, support from the Weed and Seed Program, and security through its police department.

Benefit to the Grantee: As a result of the MNLC, the college has enjoyed good relations with all the partners that have collaborated with the center. These partners are always willing to participate in any event that the MNLC sponsors and to provide support letters and letters of intent when the center is requesting additional funds. Partners have allowed the college to offer services that otherwise would not have been available to its students and their families.

Benefit to the Community: By working in close partnership with the college, partners are able to extend their services to a much broader audience and make their dollars go further. They are also able to use the resources of the college and the other partners to improve their own services.

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HSIAC SNAPSHOTS

Helping Individuals Increase Money Management Skills

Los Angeles Valley College
Valley Glen (Van Nuys), California
2002, 2007

Goal of the Partnership: The Los Angeles Valley Money Management Awareness Program (Valley MAP) is a multifaceted economic development program aimed at educating and training individuals in financial literacy, homeownership, and small business development. The program targets the low- to moderate-income residents of the northeast San Fernando Valley with special focus on minorities and persons with limited English proficiency. Valley MAP programs have increased financial literacy, utilization of traditional banking institutions, and homeownership among participants. The program has also contributed to the development, stabilization, and strengthening of microenterprises.

Role of the Partners:

- **Junior Achievement** (JA) hosted classes and graduations for program participants at its Finance Park facility in Los Angeles. Finance Park is a unique hands-on experience to promote financial awareness and increase an individual's interest and aptitude for financial self-sufficiency.

- **Los Angeles Family Housing Corporation, Youth Policy Institute,** and **Tierra del Sol** referred participants to the program. The Los Angeles Family Housing Corporation's mission is to help families transition out

MAP participant Roger Arias reviews his personal budget.

of homelessness and poverty through a continuum of housing enriched with supportive services. The Youth Policy Institute provides education, training, and technology services to lift low-income families out of poverty. Tierra del Sol empowers individuals with disabilities to realize their greatest human potential—becoming independent, productive, and valued citizens.

Benefit to the Grantee: Los Angeles Valley College has been able to provide additional services to Valley MAP participants. These participants were introduced to other college resources and programs during the course

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of their training, including the college's Career Advancement Academy and its Trade Adjustment Assistance programs.

Benefit to the Community: Program partners are also tapping into other college-sponsored programs, including job clubs, job fairs, and customized training.

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Financial literacy instructor Sheldon Burg (fifth from left) and Gary Hickman Executive Director of JA (far right) pose with financial literacy class participants.

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Providing Daycare to Low- and Moderate-Income Families

Sul Ross State University
Alpine, Texas
2005 just year

Goal of the Partnership: Sul Ross State University (SRSU) used its HSIAC grant to construct, develop programming for, and pilot test the operation of the Sul Ross Childcare and Family Support Center. The center was built a block from SRSU's main campus on one-third of an acre of university-contributed land. It provides daycare and afterschool care for 81 children who range in age from 6 weeks to 12 years. Placement preference is given to the children of parents who have low or moderate incomes. The center may also target some SRSU student parents for whom the lack of childcare represents a significant barrier to success in postsecondary education.

In addition to providing childcare services, the Sul Ross Childcare and Family Support Center offers information on parenting skills and fair housing options through its parent resource center. Center staff members refer parents needing further counseling or fair housing assistance to area professionals who provide these services.

The number of low- to moderate-income families able to receive licensed childcare increased substantially after the opening of the Sul Ross Childcare and Family Support Center. This is particularly true for families with children between the ages of 6 weeks and 1 year, since the Sul Ross Childcare and Family Support Center is the only provider of licensed infant care in Alpine.

The Sul Ross Child Care and Family Support Center.

The HSIAC grant helped SRSU triple the number of infants for whom it could care.

Role of the Partners:

- **Sul Ross State University** provides in-kind salaries for SRSU faculty who work at the Sul Ross Childcare and Family Support Center in developing programmatic offerings for the community and some university students and parents.

- The **Family Crisis Center of the Big Bend** and the **Alpine Housing Authority** provide counseling services for center parents and refer families to the center.

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Benefit to the Grantee: The relationship between city agencies and the university has been enhanced through center activities.

Benefit to the Community: Referrals from the Family Crisis Center and from the housing authority for families in need of childcare are handled more efficiently and with fewer steps.

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HSIAC SNAPSHOTS

Creating a Business Incubator to Spur Economic Development

**University of New Mexico–
Resource Center for Raza Planning**
Albuquerque, New Mexico
2000

Goal of the Partnership: The Resource Center for Raza Planning (RCRP) in the School of Architecture and Planning at the University of New Mexico helped the Rio Grande Community Development Corporation (RGCDC) build a 20,000-square-foot business incubator near Albuquerque.

The South Valley Economic Development Center (SVEDC) includes an office area where entrepreneurs can lease space for new businesses; shared administrative support areas, computer labs, conference rooms, and classrooms; a commercial kitchen where entrepreneurs process food products; and a small retail area where vendors can sell locally produced products, including products made at the incubator. The incubator enhances employability and economic self-reliance among low-income Latino residents of the South Valley region and leads them into successful business enterprises that provide products and services to the community and taxes to the local government.

The work of the RCRP was critical to the development of the South Valley Economic Development Center. Using HSIAC funds, RCRP produced a series of community and economic assessments and prepared grant applications that helped to advance construction of the business incubator. RCRP also developed and implemented

South Valley Economic Development Center.

job generation and business assistance programs at SVEDC. The collaboration between RCRP and RGCDC continues to offer an excellent model of how a university can assist a community-based organization in reaching its economic development goals.

Role of the Partner: The Rio Grande Community Development Corporation worked closely with RCRP students as they developed business plans, hiring and training plans, pro formas, and grant applications for the SVEDC. Students also staffed the project's community advisory committee. These and many other tasks required a close working relationship with RGCDC staff and its board of directors.

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Benefit to the Grantee: By applying university resources to local needs, this project helped RCRP students learn how to connect their graduate work to the community in very concrete and useful ways.

Benefit to the Community: The ribbon cutting for SVEDC occurred in 2005. After nearly 5 years of operation, the center is operating in the black and generating successful economic and community activity. In a continuation of the partnership between RCRP and RGCDC, a graduate student in the School of Architecture and Planning is conducting an evaluation of SVEDC to assess its past work and to help it prepare for future expansion. Another student serves as a volunteer staff member at the incubator.

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Mural on the South Valley Economic Development Center.

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Boosting Economic Development through Incubators and Information

University of Texas at Brownsville and Texas Southmost College
Brownsville, Texas
2002, 2005, 2008

Goal of the Partnership and Role of the Partners:
Since 2002, the University of Texas at Brownsville and Texas Southmost College (UTB/TSC) has used HSIAC funds to launch three separate projects that offer technical assistance and support to entrepreneurs in the Brownsville region. All of the projects were carried out at UTB/TSC's International Technology Education and Commerce Center (ITECC).

UTB/TSC business incubator tenants.

- **Business Incubator:** Between 2002 and 2004, the university created an incubator that provides a supportive environment to help new and growing businesses succeed and create jobs. Since the incubator opened, 64 companies have been started and more than 700 clients received technical assistance. The incubator has helped to create an estimated 620 jobs and has the potential to create an additional 450 jobs over the next 2 years.

  Partners in the project include the **Greater Brownsville Incentive Corporation**, which invested $5 million in the ITECC. This investment funded a technology center and a 21,000-square-foot flexible work space that are used by incubator clients. In addition, the **Brownsville Economic Development Council** continues to provide support, in the form of incentives and networking, to

incubator companies. Finally, the **Economic Development Administration** contributed $1 million to the incubator's construction budget.

- **Raymondville Outreach:** A second project, which took place between 2005 and 2007, provided outreach and incubator services to selected rural communities. During this period, UTB/TSC partnered with city of Raymondville to seek funding for a 13,000-square-foot center that will house the Raymondville Economic Development Corporation, the Raymondville Chamber of Commerce, Workforce Solutions, and a UTB/TSC incubator and educational component. The **city of Raymondville** purchased the land for the facility and the **Willacy Industrial Foundation**, in partnership with the city and UTB/TSC, received a $300,000 grant from the HUD Rural and Economic Development program to fund a

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portion of the center, as well as an additional $1.5 million from the Economic Development Administration. **Valley Telephone Cooperative, Inc.,** a local communications company, agreed to run fiber optic cable to the facility. The center opened in June 2010.

- **Go Green Assistance Center:** The Go Green Assistance Center, established in 2008, has become a trusted source of information on energy conservation issues and methodologies. The center partners with subject matter experts to provide an information center and to conduct workshops and conferences. This project has involved multiple partners, including the **Community Development Corporation of Brownsville and Youth Build**, which worked together to construct a split-model energy-efficient home that serves as a training and awareness aid. Another key partner, **Apple Energy Group,** has provided training for weatherization and other green building-related needs. The **UTB/TSC Architecture Department** has helped the center develop design concepts. The **UTB/TSC Distance Learning Department** contributed to the development of information kiosks featuring large-screen televisions.

- To date, more than 800 people, from third graders to city officials, have received training and or awareness at the Go Green Assistance Center. A grant from the **Texas Workforce Commission** helped the center

develop curricula in the area of solar, wind, and green building. A grant from the **state of Texas Comptroller's Office** will be used to install photovoltaic panels on a portion of the ITECC roof and one wind generator on the premises. The small, hybrid system will help offset energy costs and will serve as a training module for the Go Green Assistance Center.

Benefit to the Grantee: Through these HSIAC-supported projects, UTB/TSC has been able to increase its capacity in terms of facilities, resources, opportunities for students, opportunities for faculty, enhanced community involvement, creation of jobs within the university, leveraging for future funding opportunities, and training opportunities.

Benefit to the Community: The business incubator, in combination with the ITECC Center, is a proven economic development tool that has played a direct role in the recruitment of new companies, the support of existing companies, and job creation.

As a result of the Raymondville outreach project, a small city—home to 10,000 residents—will have an economic development tool that is expected to provide training, generate jobs, start new businesses, and increase local tax revenues. In addition, Raymondville and the surrounding small communities are now linked with an institution of higher education through video conferencing and other technology.

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To date, the Go Green Center has provided very tangible benefits to specific partners. For example, the Community Development Corporation of Brownsville was able to use the center to train Youth Build participants in the construction of an affordable, energy-efficient home. The CDC and other local organizations continue to use this home as a training aid. In addition, the center has also provided a real-world environment for weatherization training programs that the Apple Energy Group conducts for inspectors, contractors, and other interested parties. The UTB/TSC Architectural Program has also used the center to expand on the classroom experience of its students.

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HSIAC SNAPSHOTS

Collaborating on a Multipurpose Learning Facility

University of the Incarnate Word
San Antonio, Texas
2001

Goal of the Partnership: The University of the Incarnate Word (UIW) worked with the Presa Community Center (PCC) to establish a multipurpose learning facility for the South Presa community. South Presa is an historic district in the southern sector of San Antonio, which is characterized by few businesses, a declining service industry, and an absence of community resources. At the same time, however, the area is home to a rapidly growing population of Hispanic immigrants and younger families.

UIW and PCC established the learning center to enhance the academic achievement of local elementary school children, improve computer literacy, and train parents to help their children perform well in school. The facility is located on the grounds of the PCC, which has served south San Antonio for more than 30 years. The center's technology laboratory provides community residents with access to computers for Internet access, personal use, and skills development. UIW students in the business, information systems, computer sciences, and computer graphic arts programs work one-on-one with neighborhood residents to assess their existing skills, identify new skills that need to be learned, and provide tutoring and coaching.

Role of the Partners:

- **University of the Incarnate Word** serves as the academic support for service-learning projects carried out at the learning facility by psychology and computer arts majors.

- **Presa Community Center** identified the core goals and needs of the community and provided space and staff support to carry out the goals of the grant.

Benefit to the Grantee: This partnership helped UIW strengthen its outreach to south San Antonio and, in doing so, helped to fulfill its own outreach mission to underserved members of society. Now, more families in south San Antonio recognize the name of the university, which has helped UIW recruit additional students. Most notably, the long-term partnership between UIW and PCC has helped the university enhance its curriculum in the areas of service-learning and civic engagement.

Benefit to the Community: With help from the HSIAC grant, PCC dramatically expanded its services in the areas of computer literacy, financial literacy, and parent support. It also gained a reputation as a training ground for college students. An ongoing working relationship with faculty and students in the university's Department of Psychology has helped the center improve its services in the area of child development. The computer lab has helped the

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center become a technology hub for community residents who need training in and access to electronic forms of communication. An unexpected outcome of the partnership has been the addition of a licensed psychologist to serve the mental health needs of the community.

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HSIAC SNAPSHOTS

Helping Local Communities Find Ways to Manage Water and Energy

Woodbury University–Arid Lands Institute
Burbank, California
2009

Goal of the Partnership: The Planning + Design Assistance for Water- and Energy-Wise Communities project at Woodbury University is designed to provide creative and practical solutions to water-scarce communities that are seeking smart ways to manage water and energy. The HSIAC-supported project, which is taking place in Burbank, California, and Rio Arriba County, New Mexico, also provides students in the university's Arid Lands Institute (ALI) with exciting opportunities to apply their studies to real challenges.

In Burbank, the project is helping city planners look for opportunities—such as land use, localized infrastructures, increased density, and innovative building systems—to decrease reliance on energy-intensive water imports, increase harvest and use of local rain water, reclaim storm water runoff, and recycle municipal supplies. In Rio Arriba County, residents are working closely with ALI students to review and update a community-based watershed management plan and find opportunities for economic growth while respecting the integrity of distinctive ecological and cultural systems.

Role of the Partners: Partners in the project include the **city of Burbank** in California and the **Embudo Valley Acequia Association** and **Rio Arriba County** in New Mexico. Partners provide technical assistance, background information, access to stakeholders, existing planning documents, publicity for public events, and much wisdom and experience on the political, social, economic, and technical constraints surrounding the projects.

Benefit to the Grantee: During the first year of its HSIAC grant, Woodbury University has benefitted from increased visibility among its partners and their constituents. The university is now seen as an active participant in investigating issues critical to the West's current and future development.

Benefit to the Community: In Burbank, the project has resulted in a regular schedule of public workshops focused on building systems designed to save water and energy. These workshops bring more than 50 participants to the Woodbury University campus on Saturday mornings to learn from design professionals in a hands-on setting. The project has helped build a bridge between the creativity of academia and the desire of homeowners, trades people, and small-business owners for practical, small-scale solutions. By asking ALI to review and critique its new Climate Action Plan—currently in draft form—Burbank has provided university students and faculty with an opportunity to participate in formulating an exciting set of policy recommendations, testing those recommendations in design studios, reviewing those recommendations with the input of the public, and potentially generating

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fresh policy ideas that are applicable to urban communities throughout California and the West.

In Rio Arriba County, the project has created an opportunity to bring together representatives from disparate, and often conflicting, sectors for creative collaboration. The Lower Rio Embudo Valley Watershed Management Plan, first generated by local residents, will now be developed with the ongoing creative input and technical expertise of local farmers; water commissioners; local organizations; and county, state, and federal agencies, including the U.S. Forest Service and the Bureau of Land Management. Considering that more than 85 percent of the land in the Lower Embudo Valley study area is publically owned by multiple agencies, this level of collaboration is an exciting breakthrough in creating a holistic approach to the area's ecological and cultural sustainability.

Generally, the relationships between ALI and its partners are off to a promising start. In Burbank, the public workshops hosted at Woodbury are particularly welcome due to recent budget cuts by the neighboring city of Los Angeles and the closure of many of that city's environmental affairs programs. In New Mexico, ALI's efforts have helped create a coordinated team, strategy, and work sequences that exceed initial expectations for multi-jurisdictional cooperation. This cooperation has the potential to serve as a model for rural communities throughout the county, state, and region.

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HSIAC SNAPSHOTS
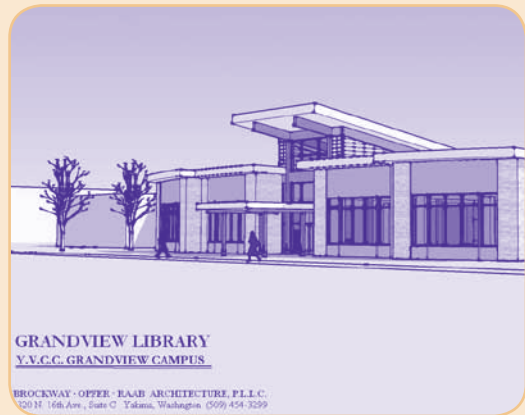
Building a Library to Serve a City and a College

Yakima Valley Community College
Yakima, Washington
2001, 2008

Goal of the Partnership: Yakima Valley Community College (YVCC) is working with the city of Grandview, Washington, to construct, equip, and operate a joint city/college library that will serve local residents and students attending the YVCC Grandview Campus.

The city of Grandview has a small library but it is not adequate to meet existing community needs. Similarly, YVCC does not have a library at its Grandview Campus and needs one to support its various academic programs. Neither entity has the financial resources to expand library services on its own. However, by pooling resources, both organizations will be able to provide its constituents with a library that meets their needs. The new community library will be larger than the city's existing library, will have expanded hours, and will offer more services than are currently available.

Once constructed, the library will also house materials and space for community training activities and seminars, including small business development training, first-time homebuyer workshops, literacy programs, and technology training.

GRANDVIEW LIBRARY
Y.V.C.C. GRANDVIEW CAMPUS

BROCKWAY · OPFER · RAAB ARCHITECTURE, P.L.L.C.
320 N. 16th Ave., Suite C   Yakima, Washington (509) 454-3299

Architectural drawing—Grandview Library.

Role of the Partners:

- The **city of Grandview** is playing an active role in the library design process. In addition, the city will assume responsibility for operating and staffing the new library when it opens.

- **Local chambers of commerce,** the **University of Washington Foster School of Business,** and **Consumer Credit Counseling Service of Yakima Valley** will work with the college to design, offer, and promote training opportunities in the library once it is constructed.

Benefit to the Grantee: The city of Grandview and YVCC have been partners since the YVCC Grandview Campus was established in 1990.

HSIAC SNAPSHOTS

Since that time the college and city have worked closely to inaugurate each of the campus's major growth phases.

Benefit to the Community: Partnerships with the college strengthen both the economic vitality of Grandview and its chambers of commerce.

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Tribal Colleges and Universities

Using a New Building to Help Tribal Members Achieve Better Health Outcomes

Salish Kootenai College
Pablo, Montana

The fact that Native Americans have higher rates of heart disease and diabetes than other Americans came as no surprise to administrators at Salish Kootenai College (SKC) in Pablo, Montana, when they reviewed Indian Health Service (IHS) statistics for their region in 2002, but something about the IHS data *did* surprise Dr. Joseph McDonald, who served as SKC president for 30 years until his retirement in June 2010.

"There are 12 regions in the Indian Health Service and in the 1990s, our region ranked second overall in many of the negative health statistics that the health service collected," says McDonald. "That sort of galvanized everyone into saying, 'We have to do better than this.'"

Regional Differences in Indian Health included health data that the IHS had collected during 1998 and 1999 in all of its regions. What caught the attention of SKC officials was the data comparing health outcomes in the Billings region—which includes Montana and Wyoming—with outcomes in every one of the other IHS regions. Overall, all the regions showed poor health outcomes compared to the general U.S. population. As a group, the report stated, Native Americas were 249

percent more likely than other Americans to die of diabetes, 20 percent more likely to die from heart disease, and 14 percent more likely to die from a stroke. They were also more likely to develop tuberculosis, become alcoholics, and commit suicide.[1]

As if that news was not bad enough, the health outcomes in the Billings region were worse, in some cases, than two-thirds of the other 11 IHS regions. Overall, Billings had the third-highest death rate among the IHS regions and the second-highest number of deaths from malignant tumors and lung cancer. It ranked third among the 12 IHS regions in number of deaths from heart disease, stroke, breast cancer, and

1. Indian Health Service. 2000. *Regional Differences in Indian Health 1998–99 Edition*. Washington, D.C.: U.S. Department of Health and Human Services.

pneumonia. The numbers of regional deaths that were related to diabetes placed Billings in sixth place among all 12 of the IHS regions. IHS data collected for 2000–2001[2] and 2002–2003[3] reported similar health outcomes for tribal members living in SKC's region.

"The real health issues had started long before we saw that report in 2002," says Lon Whitaker, SKC's vice president of business affairs. "But that report was a clarion call to us. When something like this becomes a major issue in the community, then it's something that we as a college have to do something about."

Joe McDonald Health and Fitness Center

In 2002, SKC was already working hard to sponsor health and fitness programs for residents of the Flathead Indian Reservation where it is located. However, its facilities were no match for the local demand—or the local need—for health fairs, disease screenings, and facilities that could encourage Tribal members to increase their physical activity and learn healthy eating habits. For example, SKC operated a 400-square-foot fitness center, equipped

with 10 exercise fitness machines, in the basement of a building it had purchased from the Tribal Housing Department. But when the Tribal Health Department started referring patients to that facility, it had trouble meeting the increased demand. Likewise, a campus health fair quickly outgrew the classroom where it took place each year.

"The health fair got so big we had no place to hold it anymore," says McDonald. "We could only get 300 people in our largest classroom, but we were getting almost 1,000 participants at that event. We had to start offering it in late spring or early summer so we could have it outside. There was just no way we could get everyone inside."

Committed to doing more to meet the demand for health and fitness activities on the reservation, SKC set out to build what has become known as the Joe McDonald Health and Fitness Center. Construction of the multipurpose, 42,000-square-foot building was funded by two grants from the Tribal Colleges and Universities Program (TCUP). The first grant, awarded in 2003, financed the construction of the fitness portion of the center, which includes a gymnasium and indoor walking track. The second grant, awarded in 2005, allowed the college to add a classroom wing to the building and to introduce a health education component to the fitness center.

"We asked the architects to design the fitness center as the first stage of a much

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2. Indian Health Service. 2003. *Regional Differences in Indian Health, 2000-2001 Edition.* Washington, D.C.: U.S. Department of Health and Human Services.

3. Indian Health Service. 2008. *Regional Differences in Indian Health 2002-2003 Edition.* Washington, D.C.: U.S. Department of Health and Human Services.

larger facility," says McDonald. "They used three permanent walls and a knock-out wall so we could expand later. Fortunately, we were lucky enough to get the second HUD grant."

SKC was able to supplement its TCUP grant with funds from the U.S. Department of Agriculture, which helped to pay for an instructional kitchen where college and Tribal Health Department staff hold cooking classes that can be broadcast on the SKC television station. In addition, the SKC Foundation guaranteed a $2 million construction loan, which helped the college finish the project. The Paul G. Allen Family Foundation financed the purchase of bleachers for the gymnasium.

Even though community outreach is not the focus of TCUP grants, which primarily funds construction, renovation, and expansions of on-campus structures, the Health and Fitness Center has played an important role both on the SKC campus and within the college's northern-Montana community. First and foremost, says Whitaker, the center is a campus building that supports the college's curriculum and a variety of extracurricular activities for its approximately 625 full-time and 365 part-time students. In addition, however, the center has taken on a life of its own as a gathering place for members of the Pablo community and the Confederated Salish and Kootenai Tribes. It also has become a popular exercise venue for Tribal members and Pablo residents and an important source of information and resources that

Aerial view of health fair attendees.

help local residents achieve and maintain good health.

"The center is really our attempt to help our community members get past some of those troubling health issues like our higher diabetes levels, our higher rates of obesity, and our higher rates of heart disease," says Whitaker. "On the whole, we are unhealthy and we need to get healthier."

Since the day it opened in 2005, the Joe McDonald Health and Fitness Center has been available to all Tribal members, who are welcome to use its facilities or participate in its continuing education programs at no charge. Community residents who are not Tribal members can use the facilities by paying a $10 monthly fee in addition to nominal charges for individual classes and programs. Those programs run the gamut from recreational volleyball and basketball leagues to yoga and tai chi classes, all of which are open

to non-students. In addition, Whitaker estimates that the center hosts some kind of health fair or screening event at least once a month. Information about community services is routinely distributed by staff at the center's information desk. And the center's exercise equipment and indoor walking track are always available for use.

The track is particularly popular because it is the only indoor facility of its kind within a 2,000-mile radius of Pablo. That's a big advantage in a region where winter temperatures are often below zero and seasonal snow accumulation can reach 200 inches. The fact that the track is elevated above the gymnasium floor makes it available even when the gym is being used for other events.

"Basically, Tribal members come in here and become members of the college health club," says Whitaker. "This gives them a fitness center that is affordable, which is important for many of our Tribal members."

More than 17,000 people use the center in any given year and about three-quarters of those users are community residents who attend health fairs and classes, fill the stands during games played by the SKC basketball team, or simply use the center as a place to walk, says Whitaker. About 2,000 people attended a recent Women for Wellness Health Fair and 1,500 came to campus for a recent career and jobs fair, says McDonald. During its first year of operation, almost 2,500 Tribal

members attended cultural events at the center, including pow-wows and wakes. More than 3,000 community members registered for health classes and almost 4,000 participated in exercise programs there. More than 700 community members attended meetings held at the center by community organizations while 1,600 fire, police, and hospital personnel came to the center to stay in shape or receive their required training.

Partnership with Tribal Health Department

Community members who attend a health fair or health screening at the Joe McDonald Health and Fitness Center are likely to see C. Brenda Bodnar behind one of the tables. Bodnar, a registered dietician who works with the Confederated Salish and Kootenai Tribal Health Department, participates in many of the health-related events that take place at the center, including an annual woman's health fair and a number of events where community members can be screened for heart disease, diabetes, and other chronic conditions. Many of the screenings are coordinated and staffed by students in the college's nursing program, which also sponsors an AIDS prevention program for the community.

"We collaborate with many of the projects that they do," says Bodnar. The success of those collaborations, she says, comes from the fact that the health department and SKC share a common mission to help

Tribal members stay healthy so they can either avoid or successfully manage chronic diseases.

Bodnar believes that the tendency of Tribal members to develop heart disease and diabetes is directly related to the obesity that she sees increasing among residents of the Flathead Indian Reservation. Bodnar is most concerned about data showing that obesity is fast becoming a problem for young members of the Confederated Salish and Kootenai Tribes. Between 2007 and 2009, the rate of obesity increased by 5 percent each year among younger Tribal members, age 15 to 45, who receive their primary care at the Tribal Health Department. Bodnar is worried that if those trends continue, many of these younger Tribal members will soon run a greater risk of developing diabetes.

Currently, most Tribal members who do get diabetes see the first signs of the disease at age 65 but don't develop serious complications—including foot problems, cardiovascular disease, and kidney disease—for another 20 years, says Bodnar. But if rates of obesity continue to climb among younger people, diabetes and its complications could affect a significantly younger age group on the reservation.

"We're expecting the younger population to start seeing complications from diabetes when they are 45 to 65," she says. "That will have huge implications for our Tribe."

Bodnar is fighting the obesity trend by promoting exercise and healthy eating

Indoor walking area.

through two health outreach programs for residents of the Flathead Indian Reservation who are eligible to receive primary healthcare services through the Tribal Health Department. A cardiovascular prevention program, called Native Heart Beats, includes 150–200 individuals who suffer from some form of heart disease. Each person in the program works closely with a case manager who meets with them regularly to establish heart-healthy goals and monitor their progress in meeting those goals. Primarily, says Bodnar, participants in the program are encouraged to exercise for 150 minutes a week, take their medications as directed, eat healthy foods, and visit their primary care physician regularly.

About 700 Tribal members are enrolled in the Flathead Diabetes Program, a less formal program that is open to individuals who register with the Tribal Health Department and are invited to special

programs and cooking classes throughout the year. Several of those programs include classes in healthy cooking that Bodnar conducts in the instructional kitchen at the health and fitness center.

"I'm the registered dietician for the Tribe and my main audience for those classes is people with diabetes," she says. "But others are welcome to attend and often people will drop in if they happen to be at the fitness center that day. We have classes there at different times of the year. Cherry picking is a popular activity along Flathead Lake, so we had a cooking class during harvest time to show people how to can cherries and make sugar-free cherry jam."

In addition to hosting the cooking classes, the health and fitness center also serves as a primary exercise venue for members of both the Native Heart Beats and Flathead Diabetes Program who live in the Pablo area.

"Living in northern Montana, we have a lot of cold, inclement weather, so our patients can't just go for a walk outside whenever they want to," says Bodnar. "That's where the fitness center in Pablo is useful. We are always talking to our clients about the need to exercise. And if they live in Pablo, we refer them to the college's fitness center."

Some of these clients could get their exercise in private fitness centers, says Bodnar, but many aren't comfortable using the fitness machines they find there. They prefer instead to walk on the college's indoor track and to participate in organized exercise classes that the center sponsors, including yoga, tai chi, step aerobics, and walking groups.

"They are comfortable with that," says Bodnar. "They like having organized groups where they go on specific days as part of their weekly plan."

In addition to referring her current clients to the health and fitness center, Bodnar often meets new clients at the health fairs and screenings that the center hosts. Those events give the Tribal Health Department a perfect opportunity to raise awareness about heart disease and diabetes among members of the tribal community, she says. Often, Tribal members must hear the educational messages multiple times before they will be receptive to them, she says.

"If we are out there enough times then we will be there when they need to hear the information and are ready to listen," says Bodnar. "Almost every time we do one of these screenings we come upon a new diabetic who maybe wasn't aware that they even had the condition. Maybe they are not diabetic at this time but they are creeping up there. That's the time to get them started on a prevention program."

Still, Bodnar says it can be hard for Tribal members to make healthier choices, especially when fast food is so plentiful and inexpensive. While the same challenges face all Americans who are fighting the obesity crisis, Native Americans experience unique challenges that are rooted in a pattern of relocation that took many of

them away from reservations during their formative years. Many older Tribal members spent their childhoods at boarding schools run by the Bureau of Indian Affairs, says Barbara Plouffe, manager of the Tribal Health Department's Community Health Division. Others left the reservation through the Urban Indian Relocation Program, which was established in 1952 to encourage reservation dwellers to move to major urban areas like Chicago and Denver to find jobs. Many Tribal members eventually returned to the reservation, says Plouffe, but they had already missed important cultural training that is traditionally passed on to young people by Tribal elders and family members.

"We have whole generations of Indians who didn't learn how to cook traditional foods or grow their own gardens because they were off the reservation at boarding school or in the relocation program," she says. "If they had stayed here, they might have learned things that would have helped them enjoy a healthier lifestyle."

Commitment to Health

McDonald and Whitaker say that the health and fitness center was designed to fill the kind of health education gaps that Bodnar describes. This type of initiative isn't new for the college. Over the years, it has also taken aggressive action to fill other gaps that prevent Native Americans from receiving the best healthcare possible. In 1989, for example, the college

Exercise room in the Joe McDonald Health and Fitness Center.

became one of only three Tribal colleges in the nation to respond to a shortage of Native American healthcare providers by establishing a registered nursing program. SKC was the first Tribal college to offer both an associate's and a bachelor's degree in nursing and the first to be nationally accredited by the National League for Nursing.

"Over the past 20 years, we have led the nation by graduating over 172 Native American nurses," says McDonald. "Arizona State University and the University of North Dakota haven't produced as many nurses as we have. We are pretty proud of our nursing program."

Responding to a similar need for providers of dental care, SKC established a certificate program for dental assistants in 1990. Each semester, that program operates at its 50-student capacity, says Whitaker.

"It is really successful," agrees McDonald. "One year we produced 30 percent of all the practicing Native American dental assistants in the country. It is an extraordinarily popular program for us and it fills a huge need in the Indian Health Service. That means our students always have jobs when they graduate."

Collaborating with the Community

Getting students good jobs is only part of SKC's mission, say McDonald and Whitaker. Chartered by the Consolidated Salish and Kootenai Tribes in 1977, the college has a clear mission to "educate and be here for our tribal members," who make up 75 percent of the SKC student body, says Whitaker. Activities that support that mission are evident throughout the campus and its history.

For example, during its first 11 years, the college conducted three community-based educational needs assessments in cooperation with Tribal departments and community members to determine how its curriculum could better serve local needs. A campus construction committee, made up of community members, members of the college's Board of Directors, and SKC faculty and staff, has worked for 10 years to develop plans for constructing new campus buildings, including the health and fitness center.

"In return, all of our different academic programs and support programs work with every one of the 34 Tribal departments," says McDonald. "The police and fire departments come into the health and fitness center to stay in shape. We offer courses designed for the training and certificates they need. We do the same for the hospitals. We cooperate with everyone."

The collaboration between campus and community is further strengthened by the fact the college's board members are selected by the Confederated Salish and Kootenai Tribal Council. In addition, the social structure of the reservation helps to foster collaboration, as does the longevity of Tribal and campus leaders, who make it their business to create and nurture partnerships that typically last for decades.

"Everybody knows everybody on the reservation and the informal communication and agreements are as strong as the formal ones," says McDonald. "We see people at lunch, we see them at dinner, and we talk constantly about opportunities that we can pursue together."

Tiny Tots Thanksgiving Celebration Powwow.

This spirit of cooperation works well on the reservation, but it is also applicable to any rural community, where organizations know they can be more effective if they work together, says McDonald. In addition, that spirit can be intentionally fostered through an institutional philosophy that encourages faculty, staff, and students to get involved in the community by volunteering and serving on community boards. That's exactly what has happened at SKC, where faculty and students alike are encouraged to follow the example that McDonald sets for them.

"Joe McDonald is at every wake that takes place on the reservation," says Whitaker. "If someone is sick, he visits them. He is on lots of boards and commissions. He has great energy to get out there and to do things and be visible in the community."

McDonald's commitment to community engagement spurred SKC to develop administrative policies during his tenure that fostered collaboration. For example, each academic department has an institutional board that includes community members who help guide its direction.

"The nursing department's board has representatives from hospitals in Kalispell, Missoula, Ronan, Polson, and Plains," says McDonald. "The dental assistant department has dentists, dental assistants, and dental hygienists from all over western Montana on its board. This gives us credibility and it helps to involve community members in the college. Those people then go out to the community and talk about what the college does."

SKC graduate Tasheena Bigcrane and Montana Senator Max Baucus.

Nowhere are the walls between the campus and community more fluid than in the Joe McDonald Health and Fitness Center.

"Tribal members look at the facility as a community asset," says Whitaker. "They are not afraid to come and ask us if they can use it. They understand that the center is part of the academic structure of our college, but they also know that, for the most part, community-based events happen there."

Those community events have included cultural celebrations like pow-wows, which are held at least 3 times a year. Those events can attract anywhere from 300 to 1,000 people who travel great distances to dance, sing, socialize, and honor Native American culture. In addition, the center has hosted the funerals of a number of prominent Tribal leaders.

"When a Tribal elder passes away, there is a huge amount of expectation around the

funeral," says Whitaker. "That individual has been a leader in the cultural and traditional structure of the Tribe for a long period of time. There is no other place in the area that could host these large ceremonies. They are an important part of what we do here."

Building a Campus Community

In addition to welcoming the outside community to the SKC campus, the health and fitness center has also played a huge role in renewing the sense of connection that faculty, staff, and students feel with one another. For example, the building has helped forge a spirit of collaboration among groups of students who actually worked on its construction. Faculty and students from the college's Heavy Equipment Department prepared the fitness center's construction site, while undergraduates in the Building Trades Department completed the building's rough framing and finishing. The student involvement helped SKC save about $100,000 on construction costs but, more importantly, it gave students a sense of ownership that makes them more respectful and better stewards of the college's property, says McDonald. As a result, SKC boasts a clean, litter-free campus that has never seen a speck of graffiti. "The students simply don't allow it," he says.

Elementary and high school students who use the fitness center's gymnasium or walk on its track feel that sense of community when they are on campus and it affects their perception of SKC, says Whitaker. "They start to build a bond with us and then they decide to attend college here because it is a comfortable place to start their education," he says.

Finally, the health and fitness center has helped SKC students feel a part of something that is bigger than themselves if only because, for the first time in the college's 30-year-history, all faculty, staff, and students can now gather together in one place for meetings and ceremonies.

"The health and fitness center is the only place that the college has for large groups," says McDonald. "Up until now, SKC had to hold its graduation off campus at public high schools or at the Tribal high school. I was ashamed of that. I was ashamed that we could never have a meeting on campus with the entire faculty and all the students. But now that has changed. This building has brought us together and that has given us a great sense of pride."

TCUP SNAPSHOTS

With New Classroom Facility Everybody Wins

Bay Mills Community College

Brimley, Michigan
2008

Goal of the Project: Bay Mills Community College (BMCC) used its TCUP funds to construct a new facility to accommodate its health and fitness curriculum, its growing student enrollment, and its community programming. The Bay Mills Indian Community leased the property to BMCC for the project and provided some site preparation. The War Memorial Hospital Physical Therapy Department leases space in the building and provides physical therapy treatment.

Benefit to the Grantee: BMCC has increased overall classroom space dedicated to its health and fitness curriculum, provided space for future expansion and additional community programming, and provided students with a venue for on-the-job training, job shadowing, and part-time employment.

Benefit to the Community: The community now has a health and fitness facility where community members can exercise on their own or as part of scheduled classes, and community elders exercise for free. Bay Mills Police Department officers have signed a memorandum of understanding with BMCC

Exercise room in the new facility.

whereby they can exercise for free during their work hours. Community members no longer have to travel 25 miles one way for physical therapy treatment because War Memorial Hospital provides physical therapy on site.

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TCUP SNAPSHOTS

Campus Library Promotes Literacy and Reading Programs

College of Menominee Nation
Keshena, Wisconsin
2008

Goal of the Project: College of Menominee Nation (CMN) is using its TCUP funds to complete the second phase of the newly constructed campus library to increase the availability of community library outreach programs.

Benefit to the Grantee: There were no community library programs in place prior to this grant. CMN now has the space, training resources, and technology to coordinate essential literacy programs and reading encouragement programs. The Menominee Indian Tribe of Wisconsin understands the value of education and training as a major economic development opportunity and views CMN as a vital force in that development.

Benefit to the Community: The expanded library has allowed the college to host the recent *Big Read* event, which encourages individuals to pick up a book and read it. More than 175 adults and children attended the kickoff event, making it the largest event of this kind on the Menominee reservation. Book discussions held at the local senior centers attracted 119 participants.

The College of Menominee Nation Library.

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TCUP SNAPSHOTS

Building Faculty Housing While Enhancing Economic Development

Fort Peck Community College
Poplar, Montana
2009

Goal of the Project: Fort Peck Community College (FPCC) is using its TCUP grant to construct four faculty housing units on campus. Once completed, these units will help the college attract professional faculty members, hospital staff, and government officials to its remote, rural community, which suffers from a lack of housing.

Benefit to the Grantee: With four new housing units on campus, FPCC will be able to welcome at least four faculty members to campus. This will allow students to take required classes on a continuous schedule without a waiting period and to graduate within the college's 2-year prescribed timeframe. It will also help the college attract more students.

Benefit to the Community: The construction of these housing units will bring economic development to the Poplar region by allowing the college to hire local tradesmen and purchase construction materials from local vendors.

A Fort Peck student dormitory built with funds from a 2006 TCUP grant.

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TCUP SNAPSHOTS

Revitalizing a Tribal Community Through Campus Infrastructure Improvements

Little Big Horn College
Crow Agency, Montana
2006

Goal of the Project: Little Big Horn College used its TCUP grant to construct a new on-campus building that houses a library, administrative offices, and archives facility. The new building allowed the college to expand its outreach to area schools, increase its organizational capacity, and store important historical documents that will perpetuate the culture and traditions of the Crow people. TCUP funds were supplemented by a loan from the Crow Tribal Administration.

Benefit to the Grantee: Construction of any new building at Little Big Horn College helps to increase student enrollment as local residents become more aware of college services. Over time, relations between the college and its community begin to evolve and develop. The college hopes that these enhanced relations will allow it eventually to become accredited as a 4-year institution of higher education.

Benefit to the Community: When any positive change takes place on the Little Big Horn College campus, the self-esteem of students is enhanced and the Crow community identifies positively with the growth and development. With each new building, the campus and the town of Crow Agency are revitalized.

In addition, as the college expands, its capacity to provide new or improved curricula to meet

Interior of the Little Big Horn Cultural Center.

student and community needs also expands. Community members know they can get a good, comprehensive education at Little Big Horn College without having to leave the area or travel to an out-of-state university.

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TCUP SNAPSHOTS

Preserving Tribal Culture Through a Historical Center

Oglala Lakota College
Kyle, South Dakota
2001

Goal of the Project: In 2001, Oglala Lakota College (OLC) received a TCUP grant to help build the Oglala Lakota Historical Center. The TCUP grant was supplemented by funds from the American Indian College Fund and the Lilly Foundation. In addition, the American Indian Higher Education Consortium provided logs for the building and the Oglala Sioux Tribe provided the land.

The Oglala Lakota Historical Center houses OLC's Lakota Studies and Graduate Studies Department and a main-floor exhibit and presentation space. The exhibit space features a permanent display about the Wounded Knee Massacre and space for visiting Lakota art exhibits. During the summer months, the center hosts Lakota artists and craftspeople who exhibit and demonstrate their work for tourists, community members, and local students.

OLC serves the Pine Ridge Reservation, which is home to 28,787 Tribal residents, including 1,800 OLC students and 4,167 students in kindergarten through 12th grade. The Oglala Lakota Historical Center is helping to preserve the culture that all of these Tribal members share.

Benefit to the Grantee: While OLC offers both bachelor's and master's degrees, it is the most *community* college in America. The Oglala Sioux Tribal government is represented on the

Oglala Lakota Cultural Center.

college's board of trustees, which also includes one elected representative from each of the reservation's nine districts, one representative from the tribe's council of elders, and one representative from the college's student senate.

OLC continually reaches out to the Tribal community through its instructional centers, which are located in each of the reservation's nine population centers. Each of these centers has a local board, comprised of community members and students, which keeps the college focused on its mission and provides ongoing direction regarding college programs and services.

TCUP SNAPSHOTS

Benefit to the Community: OLC has served its community for 39 years by providing training, college degrees, General Educational Development classes, and many other programs. The college has been a leader in the preservation and teaching of the Lakota culture and language.

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TCUP SNAPSHOTS

Student Population Growth Spurs Cafeteria Expansion

United Tribes Technical College
Bismarck, North Dakota
2008

Goal of the Project: United Tribes Technical College (UTTC) is using its TCUP funds to expand and renovate the campus cafeteria to accommodate the growth of the student population.

Benefit to the Grantee: This expansion and renovation will allow UTTC to feed 150 to 311 students and staff at any setting. The U.S. Department of Agriculture Rural Development provided additional funding of $220,000, which allows UTTC to include additional features and amenities such as heated floors, a front patio, folding walls to increase meeting room capability, dropped ceilings, and additional ventilation in the cafeteria/kitchen area.
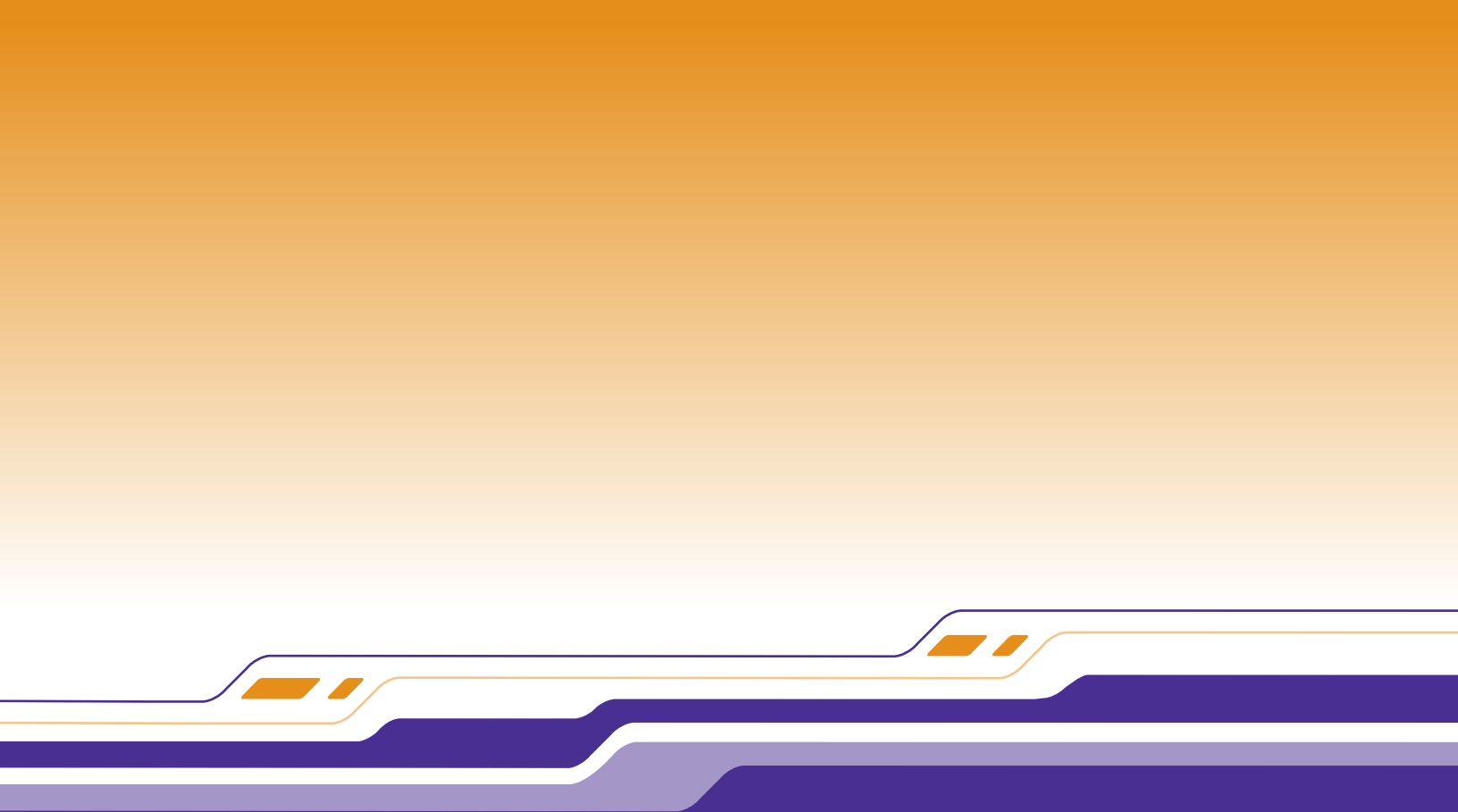
Benefit to the Community: The updated cafeteria facility will provide a larger facility to host both campus and other events and allow UTTC to expand its programs.

Conceptual drawing of the planned UTTC cafeteria.

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Research Grants

Dr. Tatjana Meschede:

Identifying Bridges and Barriers to Housing for Boston's Homeless Street Dwellers

University of Massachusetts Boston

Boston, Massachusetts

During the winter of 1998–1999, Boston's public health community was rocked by the news that 16 homeless individuals had been found dead on the streets of one of the nation's most affluent cities. The men and women, who died during a span of a few colder-than-normal months, were characterized as "rough sleepers." As a group, this subset of the homeless population typically avoids public shelters and sleeps instead in doorways, alleys, bus terminals, train stations, subway tunnels, or abandoned buildings and cars.[1]

At first, community-based organizations that serve Boston's homeless population assumed they understood the reasons for the deaths. Obviously, they hypothesized, the individuals in questions had "fallen through the cracks" and for one reason or another had made a conscious decision to avoid services— including shelters, healthcare, detoxification programs, and substance abuse treatment— that could have saved their lives. Further investigation, however, nullified that theory and, in the process, sent a dramatic wake-up call that service providers and government agencies could not ignore.

The deceased individuals had not been hiding in the shadows of the homeless service delivery system, it turns out. In fact, many of the city's service providers knew them well.

"All of the people who died had been in the hospital or the emergency room within several weeks of the time that they died," says Dr. James O'Connell, president and street physician with Boston Health Care for the

1. O'Connell, J., Mattison, S., Judge, C. M, Strupp Allen, H.J., and Koh, H.. 2005. "A Public Health Approach to Reducing Morbidity and Mortality among Homeless People in Boston." *Journal of Public Health Management Practice,* 11(4), 311–316.

Homeless Program (BHCHP). "And much to our surprise, most of those people had also been in our state's detoxification system within days or weeks of the time that they died. That showed us that despite all our efforts, despite our great shelters and our great healthcare, we were staring at an appalling mortality rate among vulnerable people who were coming into our state and city agencies in droves. We were all failing."

Failure was not something O'Connell was willing to accept. As a founder of BHCHP, he has worked for almost a quarter century as primary care physician to thousands of homeless men, women, and children. BHCHP was established in 1985 as one of 19 Health Care for the Homeless Programs funded nationally by the Robert Wood Johnson Foundation and the Pew Charitable Trust. Over the last 24 years, the organization has evolved into the largest and most comprehensive healthcare for the homeless program in the country. Last year alone, its 300 employees delivered services to more than 11,000 homeless individuals, providing services in shelter-based and hospital-based clinics and through street outreach. BHCHP also provides temporary, medical respite for homeless individuals who are too sick to be living outside.

"The big picture story is that we have been interested in the public health aspect of homelessness for a long time," says O'Connell, who holds a medical degree from Harvard University and a master's degree in philosophy and theology from Cambridge University in England.

O'Connell's extensive experience on the streets of Boston, and his personal connection to many people who live there, made him an obvious choice to join a Massachusetts Department of Public Health (MDPH) Task Force that began meeting in early 1999 to determine exactly how so many homeless individuals could have died when they were making such frequent and heavy use of public services. The task force was convened and chaired by Dr. Howard Koh, then Commissioner of Public Health for the Commonwealth of Massachusetts and now Assistant Secretary of Health in the U.S. Department of Health and Human Services. The group met for several years to implement an integrated response to what was now considered to be a public health crisis.

The cause of premature death among homeless people was not a new issue for BHCHP. In the early 1990s, Dr. Steven Hwang, a BHCHP physician at the time, conducted several studies challenging the common assumption that a double diagnosis of mental illness and substance abuse was a major risk factor for premature mortality among homeless people. Hwang found, instead, that a triple diagnosis of mental illness, substance abuse, and a major medical problem was more predictive of early death among the homeless, says O'Connell. BHCHP's investigation into the 1998–1999 street deaths, carried out at Koh's request, validated this finding, he says.

"Everyone who died had a major mental illness in their chart," he says. "They were also struggling with a substance abuse problem and they had the terrible burden of medical illness as well."

MDPH Task Force on Homelessness

The cross-agency collaboration inaugurated by the MDPH Task Force on Homelessness was unprecedented in Boston. The task force included representatives of every stakeholder group that had contact with homeless individuals, including:

- State agencies working in the areas of mental health, public health, welfare, housing, and corrections.

- The Emergency Shelter Commission of the city of Boston.

- Academic medical centers such as Massachusetts General Hospital, New England Medical Center, and Boston Medical Center.

- Detoxification units and recovery programs.

- Homeless advocates like the Massachusetts Shelter and Housing Alliance, and Homes for Families.

- Homeless people.

- Healthcare clinicians, including BHCHP.

- State, city, and metropolitan transit authority police.

Dr. Tatjana Meschede.

- Emergency medical services personnel.

- Shelter providers and street outreach workers.

- Downtown neighborhood associations.

- Researchers and evaluators from local universities, including the Center for Social Policy at the University of Massachusetts Boston (UMass-Boston), which was known in state government circles as an advocate for the poor.[2]

"It was a pretty interesting gathering of people who usually don't get a chance to look at a problem across the system," says O'Connell. "I think that the stars were aligned on this. Here we had a visionary leader in a state-level position who called

2. O'Connell, J., Mattison, S., Judge, C. Strupp Allen, H.J., and Koh, H. 2005. "A Public Health Approach to Reducing Morbidity and Mortality among Homeless People in Boston." *Journal of Public Health Management Practice,* 11(4), 311–316.

people together to say 'Look, this is a terrible problem, it is going to take all of us to look at it, and we can't do it alone.' And that leadership fostered an environment that was relatively rare in my experience. I really salute Dr. Koh for what he did. It was like manna from heaven."

The task force began by meeting monthly, but often came together on a biweekly basis, according to Dr. Teresa Anderson, who joined the group as director of the Office of Statistics and Evaluation in MDPH's Bureau of Substance Abuse Services. The list of invitees was long and attendance at the meetings often reached 75, she says.

"Dr. Koh was a very firm believer in community partnerships because that is very much the way public health operates," says Anderson, who now serves as associate director of the Evaluation and Measurement Unit in the Center for Health Policy and Research at the University of Massachusetts Medical School in Shrewsbury. "A lot of the task force discussion was really about the fact that there was no good system through which these service providers could network with one another. When emergency medical technicians in Boston encountered a homeless person on the street, they didn't really have a mechanism for calling the Pine Street Inn (a local shelter). The success of the task force, we hoped, was its ability to help those organizations connect with one another. Through that connection, hopefully,

the chances of someone spending a cold night on the street would be reduced."

Koh and Anderson felt strongly that this new sense of collaboration among service providers and other stakeholders would become the hallmark of the task force. But they wanted to know for sure whether that collaboration was translating into an improved service delivery system for homeless individuals. That's when Anderson approached Dr. Donna Haig Friedman, director of the Center for Social Policy at UMass-Boston, to see if she could help the task force obtain some research-based answers to that question.

Friedman already had a reputation in Boston for her work with the homeless. Her doctoral dissertation, later published as a book called *Parenting in Public*, had featured interviews with women who were raising children in homeless shelters. As director of the Center for Social Policy, she was also deeply involved in the creation and implementation of the Massachusetts Homeless Management Information System (HMIS), a project that brought her in close contact with service providers. The center also worked closely with the U.S. Department of Housing and Urban Development to offer technical assistance to other states that were instituting HMIS systems to collect client-level information on the characteristics and service needs of men, women, and children experiencing homelessness.

Friedman recommended that Tatjana Meschede, a graduate assistant at the center, take on the task force project. After advertising the position and interviewing several candidates, MDPH followed that recommendation. Working in partnership with Anderson and O'Connell, Meschede would spend the next 3 years tagging along with BHCHP medical teams as they provided healthcare to homeless people on the streets, in shelters, and in hospital-based clinics. Based on that experience, on her analysis of available data, and her interviews with service providers and street dwellers, Meschede would eventually write her doctoral dissertation, as well as a shorter report summarizing her findings, which was released to the public. She completed her dissertation in 2004 with support from HUD's Doctoral Dissertation Research Grant (DDRG) Program.

"Tatjana is a very concerned, thoughtful researcher," says Anderson. "She trained with the best. You don't get any better in qualitative work or concern for the homeless than Donna Friedman. It was a really good partnership, a really good synergy of people coming together at the right time."

The Researcher

When Tatjana Meschede signed on to work with the MDPH Task Force on Homelessness, she was in the first year of a doctoral program in public policy at UMass-Boston's McCormack Graduate School of Policy Studies. Meschede already had spent

Medical personnel attending homeless men.

several years researching homelessness when she received her assistantship with the graduate school's Center for Social Policy. And, she had already decided to write her dissertation on homelessness, even though she admits it was a bit early in her doctoral training to make such a decision.

"They really loved that I would take this as a dissertation topic," says Meschede about MDPH. "They were very supportive and at the same time they were collaborating with Boston Health Care for the Homeless. That was my entry into that community partnership."

A native of Germany, Meschede came to the United States on a Fulbright Scholarship, the international educational exchange program sponsored by the U.S. Government to "increase mutual understanding between the people of the United States and the people of other countries." She studied in California for

2 years and then decided to "see the East Coast" before going back home.

"I did not plan to stay, but I met my husband," says Meschede, who now has two children in high school. Committed to remaining in the United States, Meschede began investigating master's degree programs in Boston and settled on the applied sociology program at the University of Massachusetts.

"My interest really was to learn more about homelessness," she says. "When I first got to this country, I saw many homeless people at the central bus station in Los Angeles. Coming from Europe more than 20 years ago, I didn't really know what homelessness meant. I had no point of reference; no one outside of the United States really knows much about it. I was really curious about the problem, so the fact that I could start exploring it really attracted me to the program at UMass-Boston."

While pursuing her master's degree, Meschede began working with one of her professors, Dr. Russell K. Schutt, on a research project involving the homeless in Boston. After earning her degree, she followed Schutt to Harvard University to study housing options for mentally ill homeless individuals. When her work on that project ended 3 years later, Meschede went back to the UMass-Boston to pursue her doctorate and to work with Friedman in the Center for Social Policy.

"Her research fit perfectly with my research experience, my interest in homelessness,

and my statistical experience," says Meschede. "It was perfect timing."

Developing the Partnership with BHCHP

Meschede took a very measured approach to her research for the MDPH Task Force on Homelessness. She was in no rush to develop her research questions or to design her study of homeless street dwellers in Boston. Instead, she took a full year to observe BHCHP street teams in action so she could learn about the challenges that they and their homeless clients experienced on a daily basis.

"I didn't come in as the expert," she says. "I was really there to learn from them. I took at least a year to really understand what was going on out there on the streets, from their perspective and other people's perspective. Then I felt that I was ready to craft a research study."

During that first year, Meschede spent many hours talking with O'Connell and members of his team, participated in staff meetings, and attended conferences with other Health Care for the Homeless programs around the country. O'Connell also helped Meschede make connections with other Boston service providers, including clinicians at several detoxification programs that admit homeless people. Meschede also tagged along with BHCHP medical teams to get a first-hand look at their work and to meet the homeless individuals they served.

"Sometimes when you come in as a researcher, you feel totally on the 'other side,'" she says. "Community partners may be skeptical of this person from academia who has no idea what it's like to work on the front lines. But they (BHCHP staff) totally opened up to me about what it means to provide services to people on the street."

By the same token, O'Connell praises Meschede for enthusiastically embracing the opportunity to accompany BHCHP teams that work on the street, often after midnight on cold winter nights. He also appreciated her openness to the program's homeless clients, who responded amazingly well to Meschede once they understood that she would listen to their stories without judgment.

"One of the rules that we have on the street is that you never get anything done unless you have a chance to have a relationship and be known by the people out there," says O'Connell. "We have had a long relationship with these folks on the street and I think Tatjana knew that if she tagged along with us she could piggyback on that trust and gain entry into their lives. I thought she did a spectacular job of putting aside her academic gown and learning what was going on at the street level. For years, most of the people we work with didn't even know that she was someone doing her Ph.D. dissertation. They just thought she was another team member."

After a year of observing and learning, Meschede formulated her research

James O'Connell doing street outreach.

question. Using her MDPH and DDRG funding, she decided to find out if and how the services provided by public shelters, healthcare professionals, detoxification centers, and substance abuse programs actually helped homeless individuals move off the street and into some kind of permanent housing situation. The implication of that research question was that such movement into housing would help to prevent premature death among these vulnerable individuals.

Bridges and Barriers to Housing

O'Connell says he knew well all the issues and challenges facing Boston's homeless population. But he needed good data on his patients' long-term health outcomes and on the effectiveness of strategies that BHCHP was using to help these individuals.

"We were desperate for anything that would help us understand how to improve what we doing and evaluate what was happening," says O'Connell. "So our hope was that if Tatjana could really look at some aspects of what we were doing and come up with some strategies that we could work on, this partnership would be worth its weight in gold. And I think that is what happened."

By the time Meschede began her work, BHCHP had taken some steps to collect the data it needed to better understand the long-term impact of its services. In early January 2000, the organization identified a group of 119 BHCHP clients who lived on the street all year long, no matter what the weather, and were among the most vulnerable street dwellers in the city. Most of these individuals were 45–46 years old; had a triple diagnosis of medical illness, substance abuse, and a major mental illness; and had made 3 or more visits to the emergency room during the prior 3 months. A significant number had a diagnosis of cirrhosis, heart failure, or renal failure and/or had a history of frostbite. BHCHP decided to follow this group of individuals very closely for 10 years and to implement an intensive medical care plan that it hoped would improve their chances of staying alive long enough to get off the street. The size of the group, which represented 15 percent of the BHCHP caseload, changed over time as new individuals joined the group and other members of the group entered housing, disappeared, or died.[3]

O'Connell's first look at this group's medical data was a "tipping point" that convinced him that something was terribly wrong with the system that served Boston's homeless population. The most dramatic data showed that Medicaid had paid for an incredibly large number of emergency room visits—18,340 in over 5 years—for the 119 people in the initial BHCHP high-risk group.

"We were dealing with about as high a service-utilizing population as you can imagine," he says. "And mind you, they also had the highest mortality rate of any sub-population we knew. They were going to the emergency room all the time but they were still dying at incredibly high rates."

Meschede's dissertation focused on this high-risk group, which had grown to include 174 individuals by the time she conducted her research. Her study had two separate but complementary parts. On the quantitative side, Meschede created and analyzed a unique dataset that merged BHCHP and MDPH data about this group of 174 high-risk people. Meschede's qualitative research included 36 interviews with service providers, street outreach team, respite care and detoxification staff, and current and formerly high-risk street dwellers.

3. Meschede, T. 2005. *Bridges and Barriers to Housing for Chronically Homeless Street Dwellers.* Center for Social Policy, University of Massachusetts Boston. Boston, MA.

This mixed-method approach to research has several advantages, says Meschede.

"The numbers give you information about the extent of substance abuse or service use," she says. "And during the interviews, you try to understand how those numbers really impact the life and the experience of homeless people and the people who provide services to them. That's a very critical piece of the research and you can't get that with quantitative data. Nor can you get the service-use patterns with qualitative data. They are both very critical to really trying to understand the problem."

Merging Data Sets

To complete her database work, Meschede first reviewed the information that BHCHP maintained about the medical conditions of its group of 174 high-risk clients. Then, she accessed the MDPH database, which contained information about the utilization of substance abuse services by these individuals. The final, merged database, the first of its kind in Boston, showed that most high-risk individuals suffered from severe medical conditions that were directly related to life on the streets. In addition, most had substance abuse problems (94 percent) and a major mental illness (82 percent).

Surprisingly, the street dwellers used health and substance abuse services extensively, cycling continually between the streets and service programs. More than two-thirds (77 percent) accessed respite care while half

Terri Anderson, University of Massachussetts.

(54 percent) visited the emergency room at the Boston Medical Center (BNC), and a third (31 percent) used BMC's inpatient units. In addition, two-thirds (60 percent) were seen in detoxification programs and a third (31 percent) used either short-term or long-term substance abuse treatment programs.

"It was a unique database," says Meschede. "That was only possible because of my partnership with the Department of Public Health. As an individual researcher, I would never have gotten permission to access (the substance abuse data)."

The database was particularly valuable to MDPH because it gave the department information about the medical conditions of clients in its substance abuse programs. The original MDPH database contained comprehensive information about every individual who entered a substance abuse program, but that information contained several important gaps, says Anderson.

"I could run through the bureau's data and spot people who were flagged as homeless, but there was very little in it about their physical or behavioral health issues outside of their substance abuse," says Anderson. "Merging the data gave us a view of these individuals from the perspective of their primary care physician and a view of them from the perspective of their substance abuse treatment provider. Put that information together and you had a more comprehensive picture of the people we were serving."

That kind of comprehensive picture was exactly what the MDPH Task Force on Homelessness was seeking, says Anderson.

"In the absence of data, decisions get made based on people's assumptions, presumptions, and personal experience," she says. "But these can be limited and people tend to generalize. We now knew something about this group. We could say, 'This is what they look like.'"

Housing First

The picture of the high-risk homeless population that emerged from Meschede's new database was expanded even further by the 36 interviews that she conducted with homeless individuals and service providers. A total of nine individuals in BHCHP's high-risk group, some of whom had been homeless for up to 20 years, shared stores with Meschede about living on the streets, the services they have accessed, and their plans for moving to

housing. In addition, nine former members of that high-risk group, who had been on the street for up to 16 years and off the street for up to 2 years, talked about their experiences transitioning to housing. Meschede says she found these interviews to be "mind-opening."

"Before this, I had worked with projects that were shelter-based, so I had never had any experience on the streets," she says. "It was a whole new world and it was so much more intense than I had ever anticipated. In the end, I was really surprised how comfortable the homeless people felt talking to me and how willing they were to share their lives with me."

O'Connell, too, was pleasantly surprised, and relieved, about how well accepted Meschede became among the homeless people she interviewed. If people on the street hadn't accepted her, he says, it would have been impossible for her to carry out her study.

"We deal with a pretty rough population of people who are pretty independent, pretty feisty, and don't like change or strangers," says O'Connell. "It takes a long time to engage people and build up enough trust so they will open up. Usually, they hide things, they don't share with you, or they tell you whatever you want to hear."

During her conversations with chronically homeless individuals, Meschede learned that there were a variety of reasons why a person winds up living on the street.

"Before I began this research, a lot of people tried to make me believe that people were choosing to be on the street and they didn't want to go to the shelter," she says. "But as I started to learn so much more about the entire service system for homeless people that we have created in this country, I realized how poorly it works. We end up with chronic homelessness among people who just cycle in and out of shelters because they are so fed up with the shelter system. They just can't tolerate it anymore. They live on the streets not because they choose to but because there is no other alternative for them. And the system wasn't helping."

That system, referred to as the "continuum of care," required Boston's homeless individuals to move successfully through various levels of sheltered housing and show progress in overcoming their addiction before they could receive assistance to live independently. Homeless people who followed the continuum typically started out living in public shelters and then graduated to a transitional housing program and then to their own apartment in the community.

Few members of BHCHP's high-risk group followed the prescribed continuum of care and, in the end, their extensive use of services did not predict positive housing outcomes. Part of the problem, says Meschede, may have been that the service and housing systems operated separately and service providers did not see it as their role to address housing issues.

Nurse with a homeless patient.

"Philosophically," she wrote in her final report, "staff in these programs may also feel mental health and substance abuse issues need to be addressed first, as some of them indicated. On the other hand, street dwellers who were not able to access housing may have been sicker or more disorganized."[4]

Indeed, Meschede was surprised to discover that service providers and homeless individuals had such different views regarding the paths to and from homelessness. The homeless adults Meschede interviewed talked primarily about their need for permanent housing and complained about structural barriers, such as lack of affordable housing and service program rules, which kept them from accessing that housing. Service providers, on the other hand, felt that

4. Meschede, T. 2005. *Bridges and Barriers to Housing for Chronically Homeless Street Dwellers.* Center for Social Policy, University of Massachusetts Boston. Boston, MA.

chronically homeless individuals end up in a cycle of street life and short-term program attendance due to substance abuse and psychiatric disability.

"It definitely surprised me," she says about the difference of opinion. "I think it's because the work of service providers is about services, not housing. Day by day, they were providing some kind of service to these individuals but that service was not necessarily linked to housing. So this was the lens they had in viewing the problem."

After completing her interviews with representatives of both groups, Meschede identified "Housing First," a relatively new idea at the time, as a better approach than the continuum of care to serving homeless people. The Housing First approach suggests that a homeless individual's primary need is to obtain stable housing. Once that is accomplished, the other issues facing the individual can be better addressed. Endorsing this approach, Meschede included several policy recommendations in her report that focused on the need to create better affordable housing options for high-risk street dwellers and to reduce the number of eligibility requirements for that housing.

"We can't expect people to be sober and take their medications before they have housing," says Meschede. "We can't put housing at the end of the continuum as a reward for compliance. We need to look at homelessness as a housing problem. First we house them, and then we start working

with them. And it's not just about putting people into housing. There also needs to be supportive services in place, especially for people who have lived on the streets for a number of years."

While the Housing First approach has gained more popularity in recent years, only a few pilot projects were trying out the approach in 2004 when Meschede's report was published. Among those pilots was a project that BHCHP launched with a local agency to house 24 of its most vulnerable clients while providing them healthcare services. Today, BHCHP delivers healthcare services to 220 clients who live in their own apartments.

"At the time Tatjana came on, we were still trying to figure out the effect of housing these folks," says O'Connell. "How will they handle it? Will their substance abuse get better if they are inside, rather than outside? There really was no information anywhere about whether this would work or not."

Meschede's findings about the efficacy of Housing First were validated in 2006 when, with O'Connell's help, she was hired by Father Bill's Place, a homeless shelter and housing program in Quincy, Massachusetts, to evaluate the effectiveness of its Housing First program. That 2-year study concluded that moving into their own room provided formerly chronically homeless women and men with a chance to leave their homeless existence behind, reunite with family members, improve their health status,

Ongoing Research, Continuing Partnerships

With her dissertation behind her, Meschede's research work no longer focuses exclusively on homelessness. Instead, as research director of the Institute for Social Policy and Management in the Heller School for Social Policy and Management at Brandeis University, she has broadened her research agenda to study issues related to the economic insecurity of low- and moderate-income populations, seniors, and people of color.

"I'm still working with poor people and the many issues facing them," she says. "That is my life's work. That is never-ending."

Meschede continues to enjoy many of the professional relationships that she established while working on her dissertation. Occasionally she is called upon to "be an expert" on topics relating to homelessness in Boston. She recently invited some of the service providers she interviewed for her DDRG-supported research to make presentations to students at Brandeis. And she often finds herself guiding students as they conduct community-based studies that are similar to her own dissertation research.

5. Meschede, T. 2006. *Moving Here Saved My Life: The Experience of Formerly Chronically Homeless Women and Men in Quincy's Housing First Projects* (Interim Report). McCormack Graduate School, University of Massachusetts Boston. Boston, MA.

"My dissertation research definitely helped me to better understand the mixed-method approach, and that has helped me encourage students that these kinds of studies are doable," she says. "When you start a project that involves community partners, you never know how it is going to turn out. It takes a little bit of courage to face the unknown and a lot of faith that it is going to turn out well."

Despite these uncertainties, Meschede remains convinced that working with community partners is the best way to ensure that applied research will be rich and relevant.

"When you do policy research in any area, you need to have partnerships with the organizations that work on the ground," she says. "I have a very optimistic view of partnerships because of the wonderful experience that I had with Boston Healthcare for the Homeless. And I've been able to able to create a couple of other really good partnerships with other organizations."

Partnerships are at the heart of the work of the Center for Social Policy, where Meschede worked while conducting her DDRG-supported dissertation research. First established as a planning arm of the United Way in the 1980s, and then spun off as a freestanding policy research enterprise, the Center for Social Policy came to UMass-Boston in 1992. At any given point, the center is conducting 10–12 different applied research projects with the help of research teams that include its staff, consultants,

faculty affiliates, graduate assistants, and undergraduate interns. The center also has two advisory groups that help guide its work. One advisory group consists of professionals working in the fields affected by the center's research. The other group is made up of people who are living the realities of poverty. In addition, says Friedman, many of the center's research teams have at least one member who has experienced the realities of whatever issue the team is studying.

Collaboration with community stakeholders has become a standard way of conducting research for Friedman since before she arrived at the Center for Social Policy in the early 1990s. After she wrote her own dissertation on the experience of parents living in homeless shelters, she invited eight women connected with those shelters to help her write a book based on her dissertation.

"At the end of each chapter, there is a reflection by a mother, a staff member, and a director," says Friedman about the book. "This is just one example of my commitment to engage with people who are experiencing the realities of our work. We use that as a model for all of our work, and I feel that Tatjana was traveling the same pathway when she joined us."

Keys to Partnership Success

Meschede, Anderson, O'Connell, and Friedman all have strong opinions, based on their own experiences, about to make the most of partnerships and how to be a good partner. Here's a sampling of their advice:

- **Listen to your partners.**

  "Listening is a big, big piece of the research process," says Meschede. "Listening is going to help you with your research questions because your community partners are working on the problem you're interested in and they are the experts. If you come in as the expert, it prevents you from really learning and really finding out what the issues are that they should research or evaluate. The first step is to learn about the issues. Then you can create the research project."

  For this reason, Meschede tells her students not to feel pressured to write a full research plan before they even meet with a partner.

  "They feel that they have to know upfront what information they need and how they are going to get that information," she says. "I tell them, 'Don't do that. Have some ideas, yes. But start by asking (partners) about their ideas.'"

- **Trust your instincts.**

  Once you've listened to the partner's point of view and learned as much as you can about the partner's work and the challenges it faces, you still must use your skills as a researcher to define the research questions, says Meschede.

Partners may not know what they want from a research project. Or they may have an unrealistic view of the scope of questions that can be answered within a particular study.

Fortunately, says Meschede, she didn't have this problem with MDPH, thanks to Theresa Anderson's experience as a researcher. Anderson knew that Meschede's research needed to be narrow in scope if it was going to provide useful information. That approach paid off, says Anderson.

"In the end, because Tatjana had good specificity in her research question, she was able to answer that question," says Anderson. "And we knew exactly what kind of information we were going to get."

- **Identify the benefit to the partner.**

  "There must be some benefit to the partner," says Meschede. "People are very, very busy these days. They don't have time to do something for you on top of everything they already have to do. So they need a reason to buy in to the project."

- **Maintain your objectivity.**

  It's important for researchers to be aware of the partner's agenda, especially in cases where the partner wants the research to present a positive view of the organization. Meschede said she ran into this situation several years after she finished her dissertation research.

Big move—Jeff Loughlin with homeless patients before they were moved to Jean Yawkey Place.

"(The partners) had the attitude that 'Everything we do is great,'" says Meschede. "But that is not what the data showed. Then it gets tricky. You have to remain true to the data, even if that means disagreeing with the partner."

- **Don't distance yourself too much.**

  Anderson says that researchers must work closely with a partner while, at the same time, maintaining their distance and objectivity. By the same token, community partners must contribute to the research process without trying to control it.

  "No thoughtful researcher of Tatjana's caliber wants to be micromanaged," says Anderson. "You don't want to be told what to say or told what to do. You also need sufficient distance because you need to be objective. On the other hand, if you're too distant, you can also

miss a lot of detail. So what you really want to do is balance those two things. You don't want to be micromanaged, but you really do need that partnership."

- **Balance your research timeline with your partner's deadline.**

    It can be challenging to conduct dissertation research while you are accountable to an external party, says Friedman.

    "The partner has certain priorities and timeframes and internal challenges," says Friedman. "And in some cases those kinds of things require a lot of delicate negotiation and problem solving. This can be challenging if students are out on their own."

    Friedman says that, in these and other instances, her graduate assistants benefit from being associated with a university and a center that already has a history of community engagement.

    "We have ongoing and broad relationships with these partners and we can provide backup that will help overcome the obstacles," she says.

- **Make a commitment.**

    O'Connell says that it was easy for his staff to welcome Meschede as a member of the team because she communicated to them early that she was not just using BHCHP as a laboratory for her research.

    "She made it really clear that she was in this for the long run," says O'Connell.

"She wasn't just coming for a visit and going back to her academic studies. She was with us a lot, every week for years. So it made it easy to just plug her into the team."

- **Don't be afraid to offer—or accept— constructive criticism.**

    O'Connell says he encouraged Meschede to look carefully at BHCHP's operations and welcomed her observations.

    "She had observations that made us look really hard at ourselves and rethink some of the things we were doing," he says. "It really was a treat for us because she was looking at aspects of our work that we had basically no time to look at. Plus, she brought with her all the expertise from the university and her own not-too-shabby academic background."

Long-Term Impact

At the end of her DDRG-supported work in 2004, Meschede wrote a report that was unveiled at a public event that attracted more than 100 participants and garnered attention from the Boston Globe and local television stations.

"For me, it was really important not to write a dissertation that would just sit on the shelf," she says. "I really wanted to produce something that could be used by communities, and I think I succeeded to some extent."

O'Connell agrees. BHCHP was able to use the report to "get our hands around patterns of usage so we could figure out what was working and what wasn't," he says. That information helped O'Connell break down a few structural barriers that were keeping BHCHP patients from accessing the substance abuse treatment they needed. In one instance, O'Connell fought against a requirement that homeless people could not gain access to detoxification at night unless they first visited the emergency room (ER). When O'Connell found out that homeless individuals who received that clearance from the ER hardly ever made it to detox, he pushed for—and received—permission to provide medical clearance himself, directly from the street.

Despite advances in expanding access to detoxification, Meschede's research made it clear that homeless individuals were still being shut out of 30-day treatment programs, says O'Connell.

"That's where Tatjana's research really led the Department of Public Health to try and find better strategies to open up halfway houses, the 30-day step-down programs, and methadone clinics to these folks," says O'Connell. "It was very clear from Tatjana's study that they weren't getting into treatment, even though they were the most vulnerable and high-risk people."

The best thing about the research, says O'Connell, is that BHCHP didn't have to make an argument for better access to

Personal outreach to Boston's homeless.

treatment. Instead, the data made that argument very clearly.

"I think we always knew we needed better access, but making an appeal based on your own experience on the street doesn't really hold much weight with legislatures," says O'Connell. "However, if you have data that shows not only a high mortality rate but also poor access to treatment, then you're not blaming anyone. The data just shows what is going on. It is very powerful stuff to get things changing."

After leaving UMass-Boston, Meschede says she heard that different homeless shelters had requested her report and used it to conduct their planning for the future. In addition, says Anderson, the report helped to educate members of a second statewide task force on homelessness, which was established after Howard Koh left MDPH.

"That report lived on after Howard's group ended," says Anderson. "When a new task

force formed, the report helped to advise that group about what had been done in the past, what information we had learned, and what data was available. It did have an impact on that new group."

The report—and the work of the MDPH task force—also has an impact on the working relationships among all the stakeholders working on issues of homelessness, says O'Connell.

"We learned, hands down, that a problem as complicated as homelessness requires multiple agencies working together on a

solution," says O'Connell. "I can't solve the problem of homelessness just by doing medicine, even though good medicine is one of the solutions. Tatjana's paper pushed people to work better together where we had worked in silos before. Since then, there has been a lot more collaboration and sharing of data, things that we really should have been doing for a long time. What was created by the research and the task force was really a ground-level working relationship among service providers that continues today in a big way."

RESEARCH GRANT SNAPSHOTS

Shining a Spotlight on the Plight of Elder Homelessness

Kelly Mills-Dick

Boston University School of Social Work
Boston, Massachusetts
2009 DDRG

Goal of the Partnership: According to recent estimates, there are more than 75,000 homeless elders in the United States today. Such high numbers represent the failure of both the aging and homeless service systems to meet the needs of the most vulnerable older adults in our communities. The housing and aging literature pays little attention to the homeless elderly, and research on this population group remains limited. The purpose of this study was to address this critical gap by exploring how older adults and outreach workers define and mitigate problems associated with urban elder homelessness.

Kelly Mills-Dick, a doctoral candidate at the Boston University School of Social Work (BUSSW), is using a Doctoral Dissertation Research Grant to conduct a qualitative study to better understand elder homelessness through the perceptions of those on the frontlines. The ongoing study consists of a series of interviews with and observations of outreach workers and homeless older adults affiliated with **Hearth, Inc.,** a Boston-based nonprofit organization dedicated to ending homelessness among the elderly. By sharing the perspectives and experiences of Hearth, Inc., outreach team members and their homeless clients, Mills-Dick is seeking to identify

Outreach case manager with a client at Boston shelter for women.

the causes of elder homelessness and to shed new light on the design of programs and policies that might represent permanent solutions to this serious social problem. Study participants expressed the hope that, when completed, Mills-Dick's research will help to raise awareness about elder homelessness, reduce the stigma that older homeless individuals feel, and boost community resources to serve this population group.

Role of the Partner: Based in Boston, Hearth, Inc., is the only organization in the country with a sole focus on and a comprehensive approach to elder homelessness. Hearth, Inc., was originally founded in 1991 by a group of seven women with

RESEARCH GRANT SNAPSHOTS

diverse experience in housing, health, and human services. This group of founders, which included a now-retired BUSSW professor, was concerned about the number of elders within the homeless population and the lack of community response to the plight of these individuals. Hearth's mission is to eliminate homelessness among older adults through housing, outreach, and advocacy. The organization helped Mills-Dick recruit older adults and outreach workers to participate in her study.

Benefit to the University: This OUP-sponsored project has further strengthened the longstanding collaborative relationship that exists between BUSSW and Hearth, Inc. For more than a decade, Hearth, Inc., has been a training site for BUSSW graduate students interested in geriatrics. More recently, BUSSW has partnered with Hearth, Inc., to promote research that can inform policy decisions about best practice models of service delivery to homeless and precariously housed older adults.

This particular project has already provided several benefits to the university, including the identification of a research agenda to assess the effectiveness of outreach programs and services targeted to homeless elders. In addition, the project led to the incorporation of content on housing and homelessness in later life into the BUSSW gerontology curriculum.

Benefit to the Partner: The Hearth, Inc., outreach team welcomed the opportunity to take a step back from their day-to-day challenges to think more broadly about homelessness and to talk openly about the challenges they face. Team members felt they were making a difference, not just by working with older clients, but by participating in a research project that could lead to changes in the way services are provided to homeless elders.

The partnership project also brought new attention to the issue of elder homelessness to the work of Hearth, Inc., and to the unique challenges that individual homeless elders face. Participants expressed the hope that this new attention would help facilitate the adoption of public policies aimed at improving the quality of life of older homeless individuals in Boston and nationwide.

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RESEARCH GRANT SNAPSHOTS

Evaluating the Knoxville Homeless Management Information System

Courtney Cronley, Ph.D.

University of Tennessee College of Social Work
Knoxville, Tennessee
2008 DDRG

Goal of the Partnership: The University of Tennessee's College of Social Work (UT-CSW) has coordinated and directed the Knoxville Homeless Management Information System (KnoxHMIS) since 2004. As a UT-CSW doctoral student, Courtney Cronley, Ph.D., used her Doctoral Dissertation Research Grant to evaluate the implementation of this information system among Knoxville service providers who serve homeless individuals. UT-CSW has provided assistance with KnoxHMIS to these service providers for the past 6 years.

Cronley conducted organizational culture assessments at seven Knoxville-based providers who serve the homeless. She then measured KnoxHMIS use at each of the organizations and examined the relationship between organizational culture and technology use. Cronley's goal was to determine the extent to which providers used KnoxHMIS and the factors that contributed to and hindered its successful implementation.

Role of the Partners:

- The partnership between Cronley and the **East Tennessee Coalition to End Homelessness** (ETCEH) emerged from

Using the HMIS at Project Homeless Connect.

UT-CSW's role as coordinator and director of HMIS implementation among service providers who belong to the ETCEH. ETCEH provided letters of support inviting service providers to participate in Cronley's research.

- **Knox Area Rescue Ministries, Volunteer Ministry Center, Helen Ross McNabb Center, Knox County Community Action Center, the YWCA, the Salvation Army,** and **Catholic Charities** participated in Cronley's organizational culture and technology use evaluation. Knox Area Rescue Ministries sponsored a community forum to present the research findings.

RESEARCH GRANT SNAPSHOTS

- **Benefit to the University:** This community-university outreach project strengthened the partnerships between UT-CSW and the participating organizations and has provided UT-CSW faculty with both teaching resources and research opportunities. For example, faculty members and homeless service providers have used KnoxHMIS data when preparing grant proposals and have written grant proposals for research that uses the system to collect data.

Many UT-CSW research classes require students to conduct independent projects that involve analyzing and interpreting data. While this hands-on experience with data analysis provides an important skill set, it can be challenging to collect primary data during the course of an academic semester. In addition, accessing secondary data can be expensive and often outdated. Information management systems such as the KnoxHMIS provide students with meaningful and up-to-date case studies on the social conditions in their community. For instance, students have used de-identified KnoxHMIS data to examine predictors of chronic homelessness and to explore the unique characteristics of homeless victims of domestic violence. Results and findings from this work are then returned to service providers who use it as they strive to improve services for the homeless.

Benefit to the Partners: This project has helped Knoxville's service providers improve the frequency and consistency of their KnoxHMIS use and has identified areas in which organizations serving the homeless may need additional

Project Homeless Connect intake.

support. For example, results from this project showed that some of the providers who serve homeless individuals operate within highly rigid organizational cultures, meaning that staff members expect clear policies and procedures for work activities. In response, UT-CSW devoted greater resources to developing clearer operating procedures for the KnoxHMIS.

In addition, increased community resources were provided to UT-CSW so it could consult and collaborate with service providers to make KnoxHMIS usage integral to their business practices. Subsequent to Cronley's evaluation, KnoxHMIS support was also directed to helping organizations reengineer their work processes and environments in ways that supported

RESEARCH GRANT SNAPSHOTS

technology use. In addition, enhanced technical training for KnoxHMIS implementation and use was provided to the participating organizations.

Since Cronley finished her research, ETCEH has continued to recognize how KnoxHMIS can be used to reduce the prevalence of homelessness and help homeless people transition into housing. The study contributed to ETCEH's decision to conduct a careful review of its service network with an eye toward improving care coordination, streamlining client intake procedures, and improving clients' abilities to move out of homelessness and reintegrate into society.

The Knoxville-Knox County Office of the Ten-Year Plan to End Chronic Homelessness has devoted more funding to technology training and implementation support since the study ended. The Volunteer Ministry Center, a participant in this project, has taken advantage of the enhanced supportive services to expand its use of the KnoxHMIS as a way to capture client case notes. The organization has also improved its ability to coordinate care and facilitate client housing through enhanced client data collection.

Project Homeless Connect making HMIS ID cards.

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RESEARCH GRANT SNAPSHOTS

Understanding the Housing Careers of Low-Income Individuals

Kim Skobba

University of Minnesota
St. Paul, Minnesota
2005 EDSRG

Goal of the Partnership: Kim Skobba's Early Doctoral Student Research Grant (EDSRG)-supported research project focused on the "housing careers" of low-income families and how the receipt of housing assistance influences the path that these families follow from one housing accommodation to the next. The study compared the housing careers of individuals who use Section 8 Housing Choice Vouchers with the paths followed by individuals who are on the waiting list for these vouchers. Skobba sought to determine how the receipt of housing assistance has an impact on an individual's housing tenure, quality, mobility, and preferred living arrangements. She also examined whether Section 8 policies promote normative housing career patterns for low-income individuals.

Families participating in the study moved through a variety of housing accommodations, including doubling up with friends and relatives, living in shelters and transitional housing, and renting apartments in the private market. Some study participants moved strategically through housing accommodations in order to improve their housing situation and neighborhood conditions. Significantly, study participants were more likely to move for negative reasons such as evictions, safety concerns, and relationship

Dr. Kim Skobba, nonprofit research and communications consultant.

problems. Both the Section 8 voucher holders and those individuals still on waiting lists experienced residential mobility patterns that were fundamentally different from the patterns experienced by higher income families.

Role of the Partners: Skobba conducted her research in collaboration with two partners: the **St. Paul Public Housing Agency** and **Metro Housing and Redevelopment Authority** (HRA), both located in St. Paul, Minnesota. Each organization provided demographic data on Section 8 voucher holders, assisted in the recruitment of research participants, and answered questions that emerged during the data analysis.

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Benefit to the University: Through her research, Skobba created a model for examining the housing careers of low-income families. Subsequent to this research, Professor Edward G. Goetz, director of the Center for Urban and Regional Affairs at the University of Minnesota, received funding from The McKnight Foundation to examine the impact of affordable housing on low-income families. Goetz and Skobba are using the housing career model, developed through Skobba's EDSRG-funded research, to study families living in subsidized housing. The two researchers hope to refine their understanding of the housing options available to low-income families and identify life circumstances associated with upward and downward movement through housing markets. Such information could help housing providers and policymakers take steps to shorten periods of instability for low-income families and identify non-housing factors that can lead to positive mobility outcomes.

Benefit to the Partners: Skobba's study provided insight into the rationale behind certain patterns of use that housing authorities often observe among their tenants. For example, the St. Paul Public Housing Agency and the Metro HRA receive frequent inquiries from families who want to rent apartments with more bedrooms than are allowed under their Section 8 vouchers. In exploring these requests, Skobba found that participants in the study often made adaptations to their housing, such as a parent sleeping on the couch or a parent and young child sharing a room, so that teenage family members could have their own space. Learning about these adaptations provided Skobba and her partners with a better understanding of why families were so interested in additional bedrooms. It also provided important insight into the impact that a lack of affordable housing can have on a low-income family's quality of life.

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RESEARCH GRANT SNAPSHOTS

Studying Collaboration in Transit-Oriented Developments

Laurie A. Walker

University of Denver Graduate School of Social Work
Denver, Colorado
2008 EDSRG

Goal of the Partnership: In recent years, the city of Denver has placed increased emphasis on transit-oriented developments (TOD) that locate walkable, typically mixed-income housing communities near a rail stop, bus station, or other transit facility. Early Doctoral Student Research Grant Program (EDSRG) grantee Laurie A. Walker used mixed methods to gather survey data and conduct in-depth interviews with residents and professionals involved in planning for the TOD-focused redevelopment of two public housing neighborhoods in Denver.

Walker worked with community residents and University of Denver graduate students to conduct her research at Denver's South Lincoln and Sun Valley public housing developments. She then studied whether these two developments experienced more or fewer housing and management problems than more traditional public housing communities. Walker also evaluated the genuineness of partnerships within a resident advisory committee and examined whether residents' relationships with one another, their belief that organizations can address neighborhood problems, and the presence of a transition or relocation plan could predict resident readiness for mixed-income redevelopment.

Sun Valley resident David Roybal prepares to survey South Lincoln residents during his light rail commute from work.

Role of the Partners:

- **Denver Housing Authority** (DHA) held public meetings to gather input and guidance from residents about its master redevelopment plan.

- Students from the **University of Denver Graduate School of Social Work** and public housing residents collected surveys from tenants in DHA communities.

Benefit to the University: University of Denver social work students working at South Lincoln and Sun Valley gained a better understanding of the issues facing public housing residents.

RESEARCH GRANT SNAPSHOTS

They witnessed the change of "social control" in the neighborhoods when gang and drug activity seemed to take over on nights and weekends. They saw both the fear of retaliation among people who tried to stop illegal activity in their neighborhoods and the sense of empowerment that those residents received from the survey process. These experiences helped students take learning past theory and into application.

As an instructor of master's level social work classes, Walker's experience designing, conducting, and sharing the results of the project provided concrete examples for the classes she teaches.

Benefit to the Partners and the Community: DHA is striving for a redevelopment effort that mitigates displacement, improves the health and self-sufficiency of residents, and gives them new opportunities. The research process provided the housing authority with an open line of communication through which it could "check-in" with residents regarding its performance and gather feedback from those individuals who will be most directly impacted by the TOD redevelopment. The information gathered by Walker and her research team also benefitted the local resident council and other organizations that advocate for public housing residents in Denver. Finally, the survey process fostered a sense of community among public housing residents, who became engaged in directing the future of their housing communities.

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APPENDIX

HSIAC Grantees 1999–2009

TCUP Grantees 1999–2009

Research Grantees 1994–2009

Hispanic-Serving Institutions Assisting Communities Grants 1999–2009

The U.S. Department of Housing and Urban Development administers the Hispanic-Serving Institutions Assisting Communities (HSIAC) grant program, which institutions of higher education can use to revitalize local communities while fostering long-term changes in the way they relate to their neighbors.

The HSIAC program has facilitated numerous partnerships that are successfully addressing the most critical social and economic issues that this country is facing, including poverty, education, housing, healthcare, and local neighborhood capacity building. In addition, the program has assisted colleges and universities in integrating community engagement themes into their curricula, academic studies, and student activities.

A list of HSIAC grantees and the year(s) in which they received their grant(s) is below.

Grantee Institution	Grant Year(s)
Adams State College Alamosa, CO	2009, 2004, 1999
Allan Hancock College Santa Maria, CA	2004
Arizona Western College Yuma, AZ	2000
Bakersfield College Bakersfield, CA	2003
Barry University Miami, FL	1999
Boricua College Brooklyn, NY	2002
Bronx Community College Bronx, NY	2001, 1999

Grantee Institution	Grant Year(s)
California State University, Bakersfield Bakersfield, CA	2003
California State University, Dominguez Hills Carson, CA	2002
California State University, Fullerton Foundation Fullerton, CA	2005
California State University, Long Beach/Foundation Long Beach, CA	2007
California State University, Monterey Bay Seaside, CA	2009, 2007
California State University, Northridge Northridge, CA	2002, 2000
California State University, Stanislaus Turlock, CA	2005
Central Arizona College-Pinal County Community College District Coolidge, AZ	2007, 2004
Central New Mexico Community College (formerly Albuquerque Technical Vocational Institute) Albuquerque, NM	2000
Cochise College Douglas, AZ	2001
Colorado State University-Pueblo (formerly University of Southern Colorado) Pueblo, CO	2000
Columbia Basin College Pasco, WA	2009, 2006, 2002
Conservatory of Music of Puerto Rico San Juan, PR	2009

Grantee Institution	Grant Year(s)
Del Mar College Corpus Christi, TX	2001
Doña Ana Community College Las Cruces, NM	2009, 2000
Donnelly College Kansas City, KS	2002
El Paso Community College District El Paso, TX	2009
El Paso Community College, Rio Grande Campus El Paso, TX	2000
Elgin Community College Elgin, IL	2009
Florida International University Miami, FL	1999
Gavilan College Gilroy, CA	2002, 1999
Heritage University Toppenish, WA	2009, 2007, 2005, 2003
Houston Community College Houston, TX	2000
Houston Community College System Houston, TX	2004
Hudson County Community College Jersey City, NJ	2000
Imperial Valley College Imperial, CA	2008, 2004
Lehman College Bronx, NY	2003, 2001

Grantee Institution	Grant Year(s)
Long Beach Community College District Long Beach, CA	2003
Los Angeles Mission College Sylmar, CA	2005, 2001
Los Angeles Trade-Technical College Los Angeles, CA	2007, 2001
Los Angeles Valley College Valley Glen (Van Nuys), CA	2007, 2002
Merced College Merced, CA	2000
Mesalands Community College Tucumcari, NM	2006
Miami-Dade Community College–InterAmerican Campus Miami, FL	2001
Midland College Midland, TX	2007, 2003
Modesto Junior College Modesto, CA	2006, 2002, 2000
New Mexico State University Doña Ana, NM	2004, 1999
Northern Essex Community College Lawrence, MA	2002, 1999
Northern New Mexico College Española, NM	2004
Otero Junior College La Junta, CO	2007, 2004
Palo Alto College San Antonio, TX	2000

Grantee Institution	Grant Year(s)
Passaic County Community College Passaic, NJ	2006, 1999
Phoenix College Phoenix, AZ	2002
Pima County Community College Tucson, AZ	2005, 1999
Research Foundation of CUNY/Lehman College City University of New York Bronx, NY	2008
San Antonio College San Antonio, TX	2007, 2003
San Bernardino Community College District San Bernardino, CA	2002
San Diego State University–Imperial Valley Campus Calexico, CA	2003, 2000
San Jacinto College Central Pasadena, TX	2003
San Jacinto College North Houston, TX	2006, 2001
Santa Ana College/Rancho Santiago Community College District Santa Ana, CA	2004, 1999
Southwest Texas Junior College Uvalde, TX	2001
Southwestern College Chula Vista, CA	2008, 2005, 2002
St. Mary's University San Antonio, TX	2008
St. Philip's College San Antonio, TX	2003, 1999

Grantee Institution	Grant Year(s)
Sul Ross State University Alpine, TX	2005
Taft College Taft, CA	2002
Texas A&M International University Laredo, TX	2001
Texas A&M University–Kingsville Kingsville, TX	2008
The National Hispanic University San Jose, CA	2005
Trinidad State Junior College Trinidad, CO	2007
Universidad del Este Carolina, PR	2006, 2002
Universidad del Turabo Gurabo, PR	2009, 2006, 2002
Universidad Metropolitana San Juan, PR	2003
University of Arizona–South Campus Sierra Vista, AZ	2002
University of Miami Miami, FL	2001
University of New Mexico–Albuquerque Albuquerque, NM	2000
University of New Mexico–Taos Taos, NM	2008, 2004
University of Puerto Rico San Juan, PR	1999

Grantee Institution	Grant Year(s)
University of Puerto Rico at Carolina Carolina, PR	2008
University of Puerto Rico at Humacao Humacao, PR	2006
University of Texas at Brownsville and Texas Southmost College Brownsville, TX	2008, 2005, 2002
University of Texas at El Paso El Paso, TX	2004, 2000
University of Texas at San Antonio San Antonio, TX	2006, 2002
University of Texas–Pan American Edinburg, TX	2008, 2003, 1999
University of the Incarnate Word San Antonio	2001
Urban College of Boston Boston, MA	2006
West Hills Community College District Coalinga, CA	2005, 2004, 2002
Western New Mexico University Silver City, NM	1999
Woodbury University Burbank, CA	2009
Yakima Valley Community College Yakima, WA	2008, 2001

HSIAC Grantees
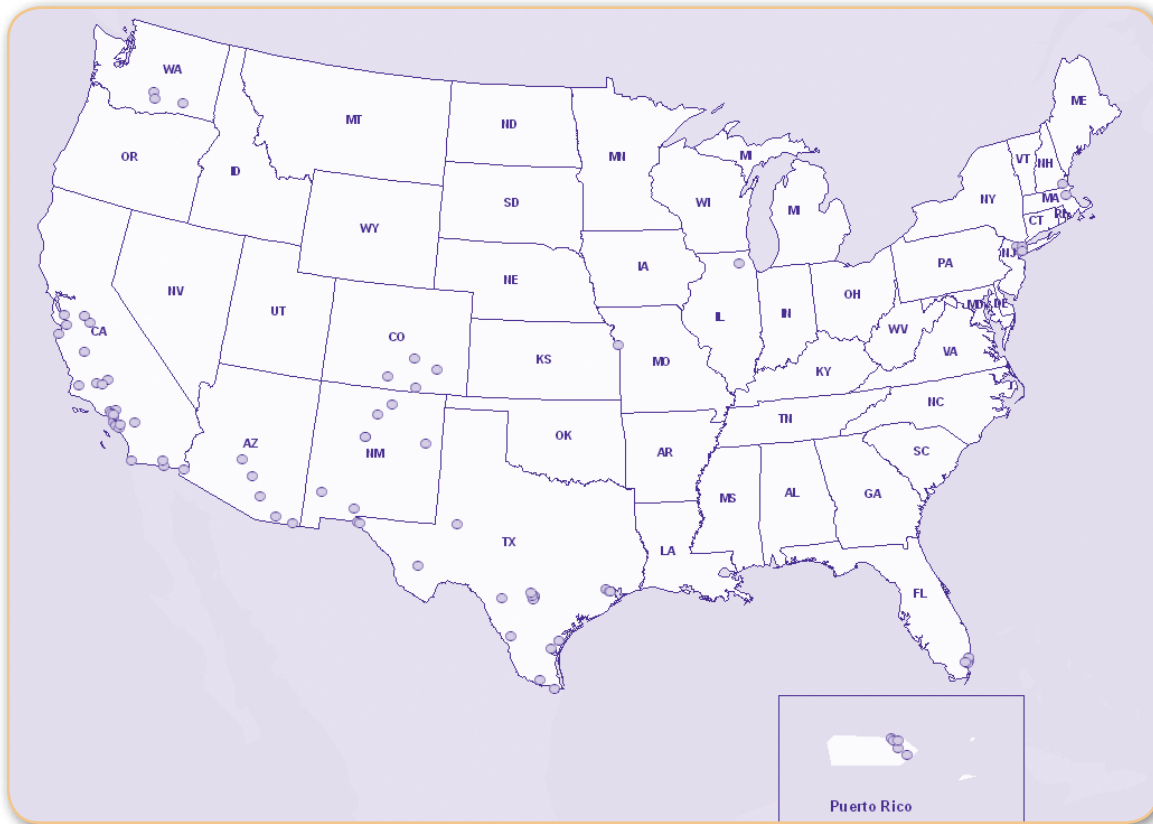
TCUP

Tribal Colleges and Universities 1999–2009

The U.S. Department of Housing and Urban Development administers the Tribal Colleges and Universities Program (TCUP) grant, which Tribal colleges can use to build, expand, renovate, and equip their facilities and to expand their role into the community through providing needed services.

Tribal colleges and universities serve as repositories of higher education and Tribal knowledge. They also provide a broad range of community services and act as gathering places for Tribe members.

A list of TCUP grantees and the year(s) in which they received their grant(s) is below.

Grantee Institution	Grant Year(s)
Bay Mills Community College Brimley, MI	2008
Blackfeet Community College Browning, MT	2003
Cankdeska Cikana Community College Fort Totten, ND	2007, 2004, 2002
Chief Dull Knife College Lame Deer, MT	2003
College of Menominee Nation Keshena, WI	2008, 2004, 2001
Diné College Tsaile, AZ	2006
Fond du Lac Tribal and Community College Cloquet, MN	2002
Fort Belknap College Harlem, MT	2005, 2001

Grantee Institution	Grant Year(s)
Fort Berthold Community College New Town, ND	2007, 2005
Fort Peck Community College Poplar, MT	2009, 2006, 2002
Institute of American Indian Arts Santa Fe, NM	2008, 2007, 2001
Keweenaw Bay Ojibwa Community College Baraga, MI	2002
Lac Courte Oreilles Ojibwa Community College Hayward, WI	2004
Leech Lake Tribal College Cass Lake, MN	2003
Little Big Horn College Crow Agency, MT	2006, 2001
Little Priest Tribal College Winnebago, NE	2002
Nebraska Indian Community College Macy, Nebraska	2009
Northwest Indian College Bellingham, WA	2008
Oglala Lakota College Kyle, SD	2009, 2007, 2005, 2003, 2001
Salish Kootenai College Pablo, MT	2008, 2005, 2003
Si Tanka University Eagle Butte, SD	2002
Sinte Gleska University Mission, SD	2003

Grantee Institution	Grant Year(s)
Sisseton Wahpeton Community College Sisseton, SD	2009, 2002
Sitting Bull College Fort Yates, ND	2009, 2007, 2005
Southwestern Indian Polytechnic Institute Albuquerque, NM	2001
Stone Child College Box Elder, MT	2006, 2004, 2002
Tohono O'odham Community College Sells, AZ	2008
Turtle Mountain Community College Belcourt, ND	2006, 2003, 2001
United Tribes Technical College Bismarck, ND	2008, 2003

TCUP Grantees
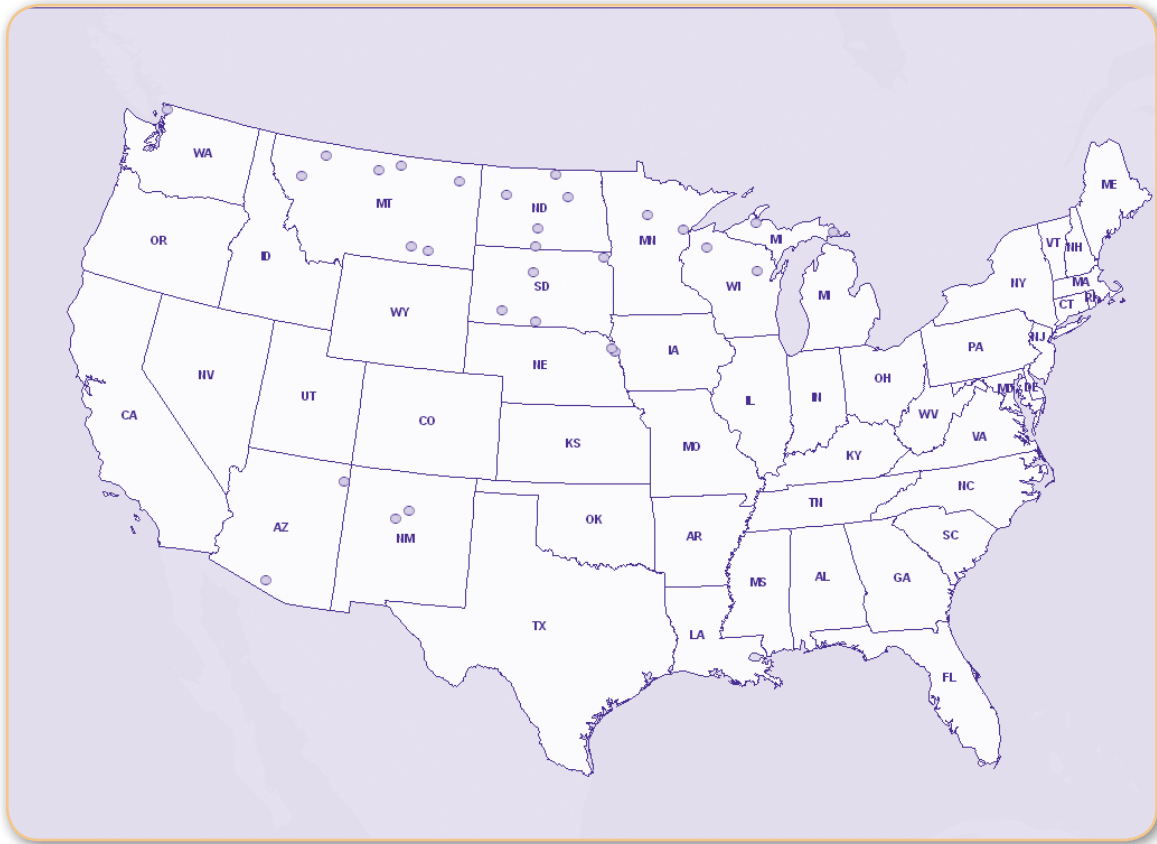
Research Grants 1994–2009

The U.S. Department of Housing and Urban Development (HUD) administers the Doctoral Dissertation Research Grant (DDRG) program, which enables doctoral students, sponsored by accredited institutions of higher education, to cultivate their research skills through the completion of dissertations on policy-relevant housing and urban development issues.

HUD competitively awards one-time DDRG grants to doctoral students currently enrolled in accredited programs to fund research studies that may have an impact on federal problem solving and policymaking and that are relevant to HUD's policy priorities and annual goals and objectives. Awardees represent a wide range of disciplines, including architecture, planning, anthropology, sociology, social work, history, economics, political science, and public policy.

DDRG grantees from 1994 to 2009 are listed below with their school and research topic.

DRGR 1994 Grantees

Frank D. Beck
Pennsylvania State University
Human Ecology, Pro-Growth Effort, and Community Development: The Case of Enterprise Zones (Tax Incentives, Economic Development)

Cynthia Jean Bogard
State University of New York at Stony Brook
No Place Like Home: Rehousing Homeless Families in an Age of Declining "Family Values"

Camille Zubrinsky Charles
University of California, Los Angeles
I Have Always Wanted to Have a Neighbor, Just Like You: Race and Residential Segregation in the City

Sandra E. Crewe
Howard University
Unmotivated or Unchallenged: An Ethnographic Study of Sanctioned Welfare Recipients Residing in Federally Assisted Housing

Christopher Zigmund Galbraith
University of Texas at Austin
Old Houses Never Die: Assesing the Effectiveness of Filtering as a Low-Income Housing Policy

Taeil Kim
Carnegie Mellon University
Place or Person? A Labor Market Analysis of Central-City Poverty

Xiangxing (Max) Lu
Indiana University
Analyzing Migration Decisionmaking: Residential Satisfaction, Mobility Intentions, and Moving Behavior

J. Jeff McConnell
State University of New York at Stony Brook
The Social Establishment of Homelessness:
Social Policy and Individual Experience in
the Development of a Social Problem

Wendy S. Meister
University of Wisconsin-Milwaukee
Creating Neighborhoods: Physical
Environment, Resident Involvement, and
Crime at a Revitalized Housing Project

Reynold F. Nesiba
University of Notre Dame
Interstate Banking and Community
Reinvestment: An Evaluation of How Bank
Mergers and Acquisitions Influenced
Residential Lending Patterns in St. Joseph
County, Indiana, 1985–93

Zeynep Önder
Cornell University
Public Policy Issues Related to FHA
Financing: FHA Borrowers, FHA Loan Limit,
and Homeownership

Nicolas O. Rockler
Massachusetts Institute of Technology
Regional Productivity and Public
Infrastructure Investment

Lisa Jean Servon
University of California, Berkeley
Reconstructing Urban Poverty Policy:
Alternative Credit, Poverty Alleviation, and
Economic Development in the U.S. Inner
Cities

Michael A. Stoll
Massachusetts Institute of Technology
"Can I Get a Job?" The Relative Importance
of Space and Race in Urban Young Adult
Labor Markets

DDRG 1995 Grantees

Sheila Crowley
Virginia Commonwealth University
A Constructivist Inquiry of the Interpretation
of Federal Housing Policy In and Among
Three Entitlement Jurisdictions

William H. Dozier
Western Michigan University
The Role of Race in the Perpetuation of
Inadequate Housing

Ingrid Gould Ellen
Harvard University
Sharing America's Neighborhoods: The
Changing Prospects for Racial Integration

Bradley R. Entner Wright
University of Wisconsin–Madison
Pathways Off the Streets: Homeless People
and Their Use of Resources

Eric Fure-Slocum
University of Iowa
The Challenge of the Working-Class City:
Recasting Growth Politics and Liberalism in
Milwaukee, 1937–52

Karen J. Gibson

University of California, Berkeley

Income, Race, and Space: A Comparative Analysis of the Effects of Poverty Concentration on the White and Black Neighborhoods in the Detroit and Pittsburgh Metropolitan Areas

Catherine A. Hill

Rutgers, The State University of New Jersey

The Political Economy of Military Base Redevelopment: An Evaluation of Four Converted Naval Bases

Jeffrey Richard Kling

Massachusetts Institute of Technology

Identifying Causal Effects of Public Policies

Neil J. Kraus

State University of New York at Albany

Race, Neighborhoods, and Community Power: Buffalo Politics, 1935–95

Theresa J. Mah

University of Chicago

Buying Into the Middle Class: Residential Segregation and Racial Formation in the United States, 1920–64

Anthony N.M. Pennington-Cross

George Washington University

The Export Price Index and a Simultaneous Equations Model of Metropolitan Area Development

Jessica Pitt

Cornell University

Towards Comprehensive Community Development Practices: The Responses of Community Development Corporations

Yodan Y. Rofe

University of California, Berkeley

The Usefulness of "Neighborhood Experience Maps" As a Tool in City Planning and Urban Design

Donna Rubens

State University of New York at Buffalo

An Ethnographic Case Study of the Organization of Care in a Transitional Housing Project for Pregnant and Parenting Teens: Program and Policy Implications

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Location Analysis of Business and Professional Services in U.S. Metropolitan Areas, 1977–92

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Direct Measures of Poverty and Well-Being: A Theoretical Framework and an Application to Housing Poverty in the United States

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Racial and Ethnic Diversity in Select U.S. Urban Neighborhoods, 1980 to 1990

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Using Geo-Demographic Methods for Improving Small-Area Population and Housing Unit Estimates

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Karen Chapple
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Paths to Employment: The Role of Social Networks in the Job Search for Women on Welfare in San Francisco

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Emerging Patterns of Housing, Community, and Local Governance: The Case of Private Homeowners Associations

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A Comparison of Chicago's Scattered Site and Aggregate Public Housing Resident's Psychological Self-Evaluations

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Welfare to Work Transition With Public Housing Residents: Applications of the Transtheoretical Model

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Navigating Networks and Neighborhoods: An Analysis of the Residential Mobility of the Urban Poor

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Vera Prosper
University at Albany, State University of New York
Tenant Aging in Public and Publicly Assisted Multifamily Housing and Its Public Policy Implications for Housing and Long-Term Care

Robert Self
University of Washington
Shifting Ground in Metropolitan America: Class, Race, and Power in Oakland and the East Bay, 1945–77

Kala Seetharam Sridhar
The Ohio State University
Urban Economic Development in America: Evidence From Enterprise Zones

Patricia Stern Smallacombe
University of Pennsylvania
*Why Do They Stay? Rootendness
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Neighborhood*

Scott Susin
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Home Place in Urban Space*

Lezlee J. Hinesmon-Matthews
University of California, Los Angeles
Faith-Based Versus Secular Approaches to Community Development in African-American Communities: The Case of Los Angeles

Jerome Hodos
University of Pennsylvania
Second Cities: Globalization, Institutions, and Political Culture in Struggling Regions

Thomas Kamber
City University of New York
Local Politics and Housing Vouchers

Lucie Laurian
University of North Carolina at Chapel Hill
Mobilization as a Response to Risk Perceptions and Declines in Housing Values in Communities Around Superfund Sites

Michael Leo Owens
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Pulpits and Policy: The Political Impact and Pitfalls of Black Church-Based Community Development

Stephanie Shirley Post
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Cities and Their Suburbs: "Go Along to Get Along"

Stefan Rayer
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Mary Gail Snyder
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Informal Housing: Shelter Strategies and Resources Among Low-Income Households

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Creating Healthy Communities One Byte at a Time

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Factions and Corporate Political Strategies in Harlan County, Kentucky: Implications for Community Sustainability

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John Baranski
University of California, Santa Barbara
Making Public Housing in San Francisco: Liberalism, Social Prejudice, and Social Activism, 1906–76

Susan K. Brown (formerly Wierzbicki)
University of Washington
Isolation and the Enclave: The Presence and Variety of Strong Ties Among Immigrants

Alvaro Cortes
Wayne State University
The Impact of Urban Universities on Neighborhood Housing Markets: University Decisions and Non-Decisions

Spencer M. Cowan
University of North Carolina at Chapel Hill
The Impact of Statewide Inclusionary Land Use Laws on the Supply and Distribution of Housing for Lower Income Households

Lynne Dearborn

University of Wisconsin–Milwaukee

Immigrant Culture and Housing Provision, Examining the Nexus: A Case Study of the ACTS Landmark Housing Program and Its Hmong Participants (3-Volume Dissertation)

David Eldridge

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The Making of a Courtroom: Landlord-Tenant Trials in Philadelphia's Municipal Court

Ajay Garde

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The New Urbanism as Sustainable Growth? Impressions and Implications for Public Policy

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Ties and Trust: Understanding How Social Capital Operates in Neighborhoods

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Full Count: The Real Cost of Public Subsidies for Major League Sports Facilities

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Transit Turning Inside Out: Federal Transportation Policy and Inner-City Accessibility During the ISTEA Years

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The Impact of Climate Change on the Upper Rio Grande Basin

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The Economics of Housing Renovation: Three Empirical Studies

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Mapping the Future? Redlining and the Home Owners' Loan Corporation

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Finding Work in the City

William H. Lockhart

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Getting Saved From Poverty: Religion in Poverty to Work Programs

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HOME Rental Projects: Influence of Financing and Organizational Type on Project Efficiency, Project Location, and Tenants Served

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Producer Services, Agglomeration Economies, and Intra-Metropolitan Location: The Public Accounting Industry in the Chicago and Minneapolis-St. Paul Regions

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Quality Decisions: A Stochastic Equilibrium Model of Homeownership

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Redevelopments Located in Residential
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Moving Over or Moving Up? Short-Term Gains and Losses for Relocated HOPE VI Families

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The Brownfields Reality Check: A Study of Land Value and the Effects of Brownfields on the Locations of Section 8 Housing

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Latina Immigrants in Public Housing: Race Relations, Social Networks, and Access to Services

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Valuation of Metropolitan Quality of Life in Wages and Rents

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Falan Guan
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Multi-Worker Households Residential Location Choices–A Disaggregate Comparative Approach

Carolina M. Katz Reid
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Achieving the American Dream? A Longitudinal Study of the Homeownership Experiences of Low-Income Families

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The Role of Subsidized Housing and Ethnic Community on Living Arrangements and Time Use of Korean American Elderly

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Mortality, Moveout, and Refinancing as Factors in HECM Reverse Mortgage Payoffs

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The Role of Regional Industry Clusters in Urban Economic Development: An Analysis of Process and Performance

Howard Nemon
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Community Economic Development in Distressed Urban Neighborhoods: A Case Study of the Philadelphia Empowerment Zone

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Tax Credit Program: Evidence From
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Understanding the Role of Social Capital in the Production of Affordable Housing in Orange County, California

James Hanlon
University of Kentucky
Distressed Public Housing and HOPE VI Revitalization: An Analysis of Park DuValle in Louisville, Kentucky

Michael Hollar
George Washington University
Central Cities and Suburbs: Economic Rivals or Allies?

Eunju Hwang
University of Minnesota
Desire to Age in Place Among Korean American Elders in Minnesota

Mona Koerner
University of Texas at Austin
Performance of the Hollow State: State and Local Responses to the Devolution of Affordable Housing

David Mainor
Tulane University
Urban Transformations: Does Inner-City Revitalization Pose a Risk to Neighborhood Cohesion?

Martha M. Matsuoka
University of California, Los Angeles
From Neighborhood to Global: Community-Based Regionalism and Shifting Concepts of Place in Community and Regional Development

Deirdre Oakley
State University of New York at Albany
Fallacies of the Welfare State: The Enduring Response of Community- and Faith-Based Organizations—1920s and 1990s

Michele Wakin
University of California, Santa Barbara
Documenting the Use of Vehicles as Housing: Towards a More Permanent Solution

Mark T. Wright
University of Louisville
Low Income Housing Tax Credits: Comparing Nonprofit Versus For-Profit Developments in Terms of Cost and Quality

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Immigrants and Housing Attainment: Different Forms of Residential Assimilation

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Tiffany Chenault
Virginia Polytechnic Institute and State
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Qualitative Analysis of Resident Council in a
Public Housing Neighborhood

Alexandra Curley
Boston University
The Effects of HOPE VI on Resident
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Zaire Dinzey-Flores
University of Michigan
The Social Impacts of Spatial Design: Puerto
Rico Housing Policies and their Effects on
Crime and Neighborhood Interactions

Robert Fairbanks
University of Pennsylvania
Communal Re-appropriation of Blighted
Spaces: The Politics of Everyday Life in
Kensington Recovery Houses

Martin Farnham
University of Michigan
Housing Choice, Aging and Fiscal Policy

Chad Farrell
Pennsylvania State University
Urban Mosaics: Multiracial Diversity and
Segregation in the American Metropolis

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Massachusetts Institute of Technology
Embedded Practices Community
Organizing, Community Development and
Urban Change

Michal Grinstein-Weiss
Washington University
IDAs for Housing Policy: Analysis of Savings
Outcomes and Racial Differences

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Federal Policies, City Politics and Inner City
Development: The Economic Transformation
of Harlem and Bronzeville

Tatjana Meschede
University of Massachusetts–Boston
Bridges and Barriers to Housing for
Chronically Homeless Street Dwellers: The
Effects of Health and Substance Abuse
Services on Housing Outcomes

Juris Milestone
Temple University
University Expertise and Community
Design: An Ethnographic Study of an Urban
Design Workshop

Joseph Nichols
University of Maryland–College Park
Three Essays on the Role of Housing in
Wealth Creation

Oswaldo Urdapilleta Gonzalez
University of North Carolina at Chapel Hill
A Structural Model of Individual's Decisions
on TANF, Public Housing, Food Stamps and
Work Participation

Martha Valado
University of Arizona
Factors Influencing Homeless People's
Perception and Use of Urban Space

Qingfang Wang
University of Georgia
How Does Space Matter in Ethnic Labor Market Segmentation? A Case Study of Chinese in the San Francisco CMSA

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Neighborhood Physical Form and Residential Satisfaction: Do New Urbanist Neighborhood Physical Attributes Enhance Residential Satisfaction?

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Smart Growth and The Cost of Housing: Is Smart Growth Smart for Low-Income Households?

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University of North Carolina at Chapel Hill
Neighborhood Triage as a Planning Strategy: Evaluating Impacts Throughout Urban Areas

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A Theoretical and Empirical Investigation of the Effects of Impact Fees on the Affordability of Starter Homes

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From Exclusion to Destitution: Residential Segregation, Affordable Housing, and the Racial Composition of the Homeless Population

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The Paradox of Predatory Lending: An Examination of Federal Policy and Home Finance Industry

Mathew Cuddy
Rutgers University
Inflexibility in Urban Infill Housing Specifications: The Problem with Parking Requirements

Arielle Goldberg
The City University of New York
New Voices, New Strategies: Opportunities for Innovation in the Post-9/11 Revitalization of Lower Manhattan

Yan Lee
University of California Los Angeles
Increasing Mortgage Credit to Minority and Low-Income Neighborhoods: The Impact of the Community Reinvestment Act

Michael McQuarrie
New York University
Community Politics, Urban Regimes, and the Transformation of Low-Income Housing

Criseida Navarro-Diaz
Massachusetts Institute of Technology
Promoting High-Tech Growth: Road to Advancement or Exclusion?

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University of Texas at Austin
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*Ownership and Outcomes: Investigating
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Catherine Fennell
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*The Changing Territories of Poverty and
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San Francisco Housing Authority and
HOPE VI*

Patrick McNamara
University of Nebraska at Omaha
Collaborative Success and Community Culture: Cross-Sectional Partnerships Addressing Homelessness in Omaha and Portland

Jaren Pope
North Carolina State University
The Impact of Mandatory Disclosure Rules in the Housing Market

Jane Rongerude
Regents of the University of California, Berkeley
Transitioning Out of Homelessness in Two Global Cities: Los Angeles and Tokyo

Jenny Schuetz
Harvard University
Regulation of Multifamily Housing in Massachusetts

Gretchen Suess
Temple University
Beyond School Walls: The Politics of Community and Place in Two Philadelphia Neighborhoods

Barbra Teater
The Ohio State University
Residential mobility and the Section 8 housing choice voucher program: Factors predicting mobility and the residential decision-making process of recipients

Griff Tester
Ohio State University
The Prevalence and Process of Sex and Familial Status Discrimination in Housing

Gretchen Weismann
Massachusetts Institute of Technology
Neighborhoods and Networks: Opportunities in Residential Mobility Programs (3-city study of the Impacts of the Moving to Opportunity program on family self-sufficiency and youth behavior)

DDRG 2006 Grantees

No DDRG grants were made in 2006.

DDRG 2007 Grantees

Debbie Becher
Princeton University
Strengthening Communities: Eminent Domain for Urban Redevelopment, Philadelphia 1995–2005

Matthew Desmond
University of Wisconsin–Madison
Causes and Consequences of Eviction

Diana Karafin
Ohio State University
Neighborhood Integration, Housing Inequality, and Safety

Julia Koschinsky
University of Illinois–Urbana-Champaign
Modeling Spatial Spillovers from Rental to Owner Housing

David Madden
Columbia University
The Public and Urban Development in Brooklyn: A Historical-Ethnographic Case Study

Charles Nier
Temple University
Racial Wealth Inequality: Credit Discrimination and African American Homeownership during the Great Migration, 1910–1960

Evelyn Perry
Indiana University
Race in Place: Evaluating the Promise of Residential Integration

Charlene Reiss
North Carolina State University
Measuring Client Participation in Organizational Decision-Making: A Survey of Agencies Providing Emergency and Temporary Shelter

Yong Jun Shin
University of Wisconsin–Madison
Media Impact on Local Low-Income Housing Policy and Media Strategy for Housing Policy Improvement

Jenna Tighe
University of Texas at Austin
Opposition to Affordable Housing: How Perceptions of Race and Poverty Influence Views

Andrée Tremoulet
Portland State University
Manufactured Home Park Closures

Anita Zuberi
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Neighborhood Safety and Moving to Opportunity: Understanding Gender and Life Course Differences using a Mixed-Methods Approach

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Loyola University of Chicago
Active Members of Diverse Communities: A Contextual Examination of Racial Self-Concept

Barbara Combs
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The Ties that Bind: The Role of Place in Social Cohesion, Racial Identity Formation, Accord, and Discord in Two Historic, Black-Gentrifying Atlanta Neighborhoods

Courtney Cronley
The University of Tennessee
Examining How Organizational Social Context Affects Implementation of Homeless Management Information Systems

Martha Galvez
New York University
Defining Choice in the Housing Choice Voucher Program: The Role of Market Constraints and Household Resources in Location Outcomes

Constantine Kantokosta
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The Political Economy of Inclusionary Housing: Adoption, Implementation, and Neighborhood Effects

Richard Koenig
Southern New Hampshire University
Improving Tenants Lives Through Affordable Rental Housing

Amanda Lehning

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Local Government Innovation Creating Aging-Friendly Communities: A Strategy for Aging in Place

Rachel Meltzer

New York University

The Private Provision of Public Services: Essays on Private Associations and the Communities They Serve

Jonathan Spader

University of North Carolina at Chapel Hill

Implications of Risk-based Pricing for Affordable Homeownership and Community Reinvestment Goals

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University of Pennsylvania

Homelessness and Domestic Violence: Examining Patterns of Shelter Use and Barriers to Permanent Housing

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Neighborhoods and Individuals' Perceptions of Disorder: Exploring Public Housing Residents' Interpretations of their Physical Environnment

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The University of Illinois at Chicago

Relational Analysis of Mobility in Illinois Housing Choice Voucher Program

Michael Lens

New York University

Estimating the Spatial Relationships Between Subsidized Housing and Crime

Brian McCabe

New York University

An Empirical Test of the Homeowner-Citizen Hypothesis

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Voices from the Street: Exploring How Older Adults and Outreach Workers Define and Mitigate Problems Associated with Urban Elder Homelessness

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The Regents of the University of California

Loft Living in Skid Row: Policies, Plans, and Everyday Practices in a Distressed Neighborhood

Richard Smith

The Regents of University of California

Immigrant and Minority Entrepreneurship in Federal Community Development Programs

The U.S. Department of Housing and Urban Development (HUD) administers the Early Doctoral Student Research Grant (EDSRG) program, which enables doctoral students, sponsored by accredited institutions of higher education, to cultivate their research skills through the preparation of research manuscripts on policy-relevant housing and urban development issues.

The EDSRG program is open to pre-candidacy doctoral students. Awardees represent a wide range of disciplines, including architecture, planning, anthropology, sociology, social work, history, economics, political science, and public policy.

EDSRG grantees from 2001 to 2008 are listed below with their school and research topic.

EDSRG 2001 Grantees

Lisa K. Bates
University of North Carolina at Chapel Hill
Can Housing Filter Without the Neighborhood Filtering?: An Empirical Investigation

Laurie S. Goldman
Massachusetts Institute of Technology
Coordination, Miracle Work, and Artistry in the Practice of a Tenant-Based Self-Sufficiency Program

Lariece M. Grant-Brown
The Ohio State University
A Study of Neighborhood Choice: The Impact of School Quality

Michal Grinstein-Weiss
Washington University
Racial Differences in Savings and Assets Accumulation in IDAs: Implications for Homeownership

Laura Lanza
University of Pennsylvania
Mapping Residents' Views, Voices, and Visions: A Pilot Study on the Use of High Tech Tool for Community Planning in Low-Income Neighborhoods

Thomas A. Mlay
The Ohio State University
The Spillover Effects of Suburban Amenities

Barbara A. Sherry
University of Illinois at Chicago
From Rhetoric to Reality: The Impact and Effectiveness of New Forms of Public and Private Housing on Community Building

Yan Song
University of Illinois–Urbana-Champaign
Valuing the Impacts of New Urbanism Features on Prices of Single-Family Homes: A Case Study of Portland, Oregon

Jennifer E. Steffel-Johnson
University of Colorado at Denver
Building Public-Private Partnerships to Increase the Potential for Affordable Housing Provision in New Urbanist Developments

Zhou Yu
University of Southern California
Housing Tenure Choice of Taiwanese Immigrants: A Different Path to Residential Assimilation

EDSRG 2002 Grantees

Andrew Aurand
University of Pittsburgh
The Impact of Regional Government Structure on the Concentration and Supply of Affordable Housing

Katrin B. Anacker
The Ohio State University
Analyzing Mature Suburbs Through Property Values

Christopher R. Cunningham
Syracuse University
Urban Growth Boundaries and Uncertainty on the Timing and Intensity of Land Development

Sarah R. Dunn
University of California, Berkeley
The Effect of Prevailing Wage Legislation on Affordable Housing Construction

Kevin Gillen
University of Pennsylvania
The Impact of Tenant-Based Section 8 Housing Voucher Concentration on the Real Estate Market in the City of Philadelphia

Jonathan Martin
Cornell University
Housing Opportunity, Smart Growth, and Income Inequality: Developing a Prospectus for a National Study

Raymond Massenburg
University of Illinois at Chicago
From Residential Segregation to Social Disorder: A Multilevel Analysis of the Neighborhood Effects of Subprime Lending on Homeownership and Neighborhood Quality

Jenny Schuetz
Harvard University
Land, Money, and Politics: Essays on Government Intervention in Housing Markets

Laura Stephens
University of Arizona
The Role of Religious Organizations in Community Initiatives to Feed and House the Homeless

Duan Zhuang
University of Southern California
Impacts of Competing Risks of Mortgage Termination in Underserved Areas

EDSRG 2003 Grantees

Russell Bennett
University of Alabama
Building Capacity for Special Needs Housing: A Comparative Analysis on the Perspectives of the Provision of Technical Assistance among Rural Organizations

Kristen Crossney
Rutgers University
The Behavior and Regulation of Predatory Mortgage Lending

William Ewell
University of North Carolina at Chapel Hill
Threshold Effects of Neighborhood Homeownership Rates and the Impacts on Property Values and Rental Prices

Staci Gilliam
Howard University
The Changing Role of Government: Assessing the Implications of Shifting the Section 8 Housing Vouchers Program from Federal to State Operation

Dawn Jourdan
Florida State University
Intergenerational Participation: A Case Study of Actual and Perceived Levels of Participants of Joint Adult-Youth Planning Process

Jonathan Lepofsky
University of North Carolina at Chapel Hill
Building Community Through Partnerships: The Impact of Renewal Community Designation on Local Revitalization

Laura Pangallozzi
Rutgers University
Faith-based Housing Capacity: Provision by a National Denominational Affiliate in the New York Region

Tricia Petras
Ohio State University
A Neighborhood Level Analysis of the Impact of Violent Crime on Housing Markets

Stephanie Yates Rauterkus
Louisiana State University
The Home Equity Conversion Mortgage: A Study of Attitudes and Awareness

Leah Tsoodle
Kansas State University
The Impact of Preferential Assessment on Housing Affordability

EDSRG 2004 Grantees

Felix AuYeung
University of Pittsburgh
Evaluating Rent-to-Own Programs: Path to Home Ownership for Low-Income Renters and Tools for Inner-City Community Development

Karen Danielsen-Lang
Virginia Polytechnic Institute and State University
Tenure Choices Among Minorities in Rental Gated Communities: An Underserved Market for Homeownership?

Andrew Deener
University of California Los Angeles
How Gentrification Deters Community Cohesion and Causes New Forms of Segregation: Lessons from a Los Angeles Neighborhood

Heather Luea
Kansas State University
Housing Costs, Non-Housing Consumption, and Household Debt

Jeffrey McLaughlin
The Regents of the University of California
The "Bonus" of Affordable Housing:
Analyzing California's Density Bonus Law

Marlene O'Meara
University of Texas at Arlington
Evolving Challenges for Community
Housing Development Organizations

Valerie Riecke
Georgia Institute of Technology
Public Construction Contracting: Reducing
Regulatory Barriers to the Development of
Affordable Housing, as well as all Forms
of Multi-family Housing, by Allowing
Alternative Contracting Techniques

EDSRG 2005 Grantees

Lyndsay Boggess
University of California
The Impact of Crime on Local Housing
Demand in Los Angeles, California,
1992–2004

Lynn Clark
The University of Akron
Landlord Attitudes toward Released
Offenders

Michael Eriksen
Syracuse University
Crowd Out, Stigma, and the Impact of
Low Income Housing Tax Credit and Public
Housing on Neighborhoods

Cathy Yang Liu
University of Southern California
Space, Race and Skill: Intra Metropolitan
Geography of Minority and Immigrant
Youth Employment in Chicago, Los Angeles
and Washington, DC

Abhishek Mamgain
University of Southern California
Is Sub Prime Lending Leading to Reverse
Redlining and Price Discrimination?

Kimberly Mitchell
Virginia Polytechnic Institute and State
University
Whose Choice Is It Really? An Analysis
of Property Owner and Manager
Characteristics and their Impact on Housing
Choice Voucher Acceptance

Corianne Scally
Rutgers, The State University of New Jersey
The Entrepreneurial Role of State Housing
Finance Agencies in Housing Policy,
Finance, and Administration

Kim Skobba
University of Minnesota
Influence of Section 8 Vouchers on Housing
Careers

Leslie Strnisha
Case Western Reserve University
Neighborhood Effects of the Low Income
Housing Tax Credit

Laura Tach
Harvard College
Effects of HOPE VI Redevelopment on
Community Dynamics and Social Isolation

EDSRG 2006 Grantees

No grants were made in 2006.

EDSRG 2007 Grantees

Courtney Cronley
University of Tennessee
Assessing the Relationship between Organizational Social Context and Technology Utilization Among Homeless Service Providers

Elizabeth Holt
Tulane University
Housing Conditions and Health: An Evaluation of the Impact of Residents' Health Knowledge

William Larson
George Washington University
Estimating Differences Across Cities and Household Types in the Effects of Housing Vouchers on the Welfare and Housing Choices of Recipients

Stephanie Moulton
Indiana University
Targeting the Under-Served: An Evaluation of State MRB Programs

Rocco Pendola
University of California, Irvine
Central City Gentrification: A Perspective from the Streets of Skid Row, Los Angeles

Richard Smith
University of California, Berkeley
Immigration, Minority Businesses, and Spatial Mismatch in HUD Renewal Communities, Empowerment Zones, and Enterprise Communities

Hannah Thomas
Brandeis University
How Did I Get to Foreclosure? A Qualitative Study of the Processes Leading to Foreclosure

EDSRG 2008 Grantees

Andrew J. Greenlee
The University of Illinois at Chicago
A Relational Analysis of Porting in Illinois' Housing Choice Voucher Program

Adrienne Holloway
Northern Illinois University
Increasing Affordable Rental Housing in Suburban Communities

Cindy Marchand-Cecil
Portland State University
Acilhtablbixw, Xwaac' al' al' (Native American Longhouse): Health Communities, A Gathering Place

Leonor Vanik
The University of Illinois at Chicago
Through My Eyes: Transitioning into the Community

Eric N. Waithaka
University of Washington
Envisioning Possible Futures: Emerging Adults from Low-income Families in the Seattle Asset-Building Initiative and their Visions about Asset-Ownership

Laurie Walker
University of Denver
Collaboration in TOD of HUD Neighborhoods

Robert M. Walsh
The Regents of the University of Michigan
The Vancouver Urban Model: A New Typology for High Density Urban Housing with Potential for Application in American Cities

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