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One Graduate at a Time.
The Maxine Goodman Levin College of Urban Affairs is known for its commitment to thought leadership in urban public policy and city management. During the past biennium, we reinforced that reputation and made important investments in Levin’s future.

It was a time of transition: confirming a new dean, welcoming new faculty, bidding farewell to colleagues and friends and adjusting to the loss of funding from the Ohio Urban University Program (UUP).

It was a time of growth: greeting new students, expanding use of technology through our Website, and developing new programs.

It was a time of re-focusing on our core mission: working with state, local and national policy makers on a better future for America’s cities.

Even while facing difficult economic times, we experienced several successes and held to our central purpose: changing America’s cities one graduate at a time. We were pleased to confer degrees upon nearly 400 students to enable them to move our communities — and our nation — forward.

We also remained true to our commitment to support thought leaders and provide sound research that spurs public discussion and action. And we are expanding this aspect of the college’s life by adding three new faculty in the fall of 2011, with specializations in economic development, community development and public administration.

We welcome your comments on our work, your ideas about advancing national thought leadership right here at home, your participation as a mentor for students and your support in the days ahead.

Edward W. Hill (Ned), Ph. D.
Dean, Maxine Goodman Levin College of Urban Affairs
Cleveland State University
“The work of the Levin College is needed more than ever at a time when state and federal policies are changing rapidly in response to the economic downturn.”

NANCY KING SMITH, GREAT LAKES BIONEERS CLEVELAND

AT THE MAXINE GOODMAN LEVIN COLLEGE OF URBAN AFFAIRS, the city is our campus. Students have the opportunity to practice their classroom learning in the surrounding Cleveland and Northeast Ohio community through a variety of projects that address today’s most challenging urban issues.

The Levin College supports national thought leaders in urban public policy and public management. Under the umbrella of these two overarching concentrations, the College is engaged as a strategic partner with community organizations in ways that enrich students’ educational experience and improve the quality of urban life. Specifically, the College educates new leaders and advances scholarly and applied research in the areas of urban public policy, city management, public finance, economic development, urban planning, environmental policy, organizational leadership, and nonprofit administration.

Our dedication to enriching students’ experiences and promoting lifelong learning is paired with a commitment to developing and analyzing policy and management solutions to urban problems, particularly addressing the paramount issues of diversity and economic opportunity.

The school has been repeatedly recognized for its high quality education and our contribution to research and practice. We are currently ranked among the top eight schools of urban affairs in the nation. In the 2008 edition of its specialty section on “America’s Best Graduate Schools,” U.S. News and World Report ranked the Levin College second in the area of city management and urban policy, a position we also held in the rankings of 1998, 2002 and 2005. In 2008 and 2009 were years of transition for the Levin College, yet it remains a vital and dynamic place. In June 2009, Edward W. (Red) Hill, Ph.D. was named the third dean in the College’s history. Dean Hill, who has been with the College since 1985 and was the school’s nationally recognized Distinguished Scholar of Economic Development, had served as Interim Dean since October 2007. Three faculty members – Camilla Silvers, Sylvester Murray and Lawrence Keller – retired, but all continue to work with students and faculty to ensure a smooth transition for the public administration and city management programs they helped build. The Urban Center, which for nearly 30 years served as the focal point of urban policy research and public service in the state, consolidated its research into three primary areas: public management and finance, economic development, and community planning and development. This consolidation resulted from the loss of funding for the Urban University Program, state money that had supported College research, outreach, and public service activities since 1978. Despite this significant loss of funding, Levin College faculty and research center staff continue to play pivotal roles in providing the research, data analysis and practical skills that shape public policy and business strategy throughout the state. In 2008, for example, an advocacy group made up of Central Ohio business leaders and lawmakers sought the expertise of Dean Hill in analyzing the strengths of and challenges to the state’s automotive industry and opportunities for growth among manufacturers and suppliers. Ohio Governor Ted Strickland then appointed Dean Hill to the Auto Industry Support Council, where he chairs the competitiveness committee. Associate Dean Wendy Kellogg has helped guide statewide “smart growth” and regional cooperation policy through her role on the Ohio Lake Erie Commission’s Balanced Growth Program.

The College also plays a pivotal role on the national stage. For example, Dean Hill chaired a task force aimed at providing housing and Urban Development Secretary Shaun Donovan with strategies for “retooling” the economic development function of HUD as part of President Obama’s goal of revitalizing urban America. In 2009, the Levin College’s Great Lakes Environmental Finance Center, under the direction of Kevin O’Brien, secured six years of funding, expected to total more than $1.5 million, from the U.S. Environmental Protection Agency. The Center for Economic Development, under the leadership of Dr. Ziona Austrian, was renewed as a designated University Research Center by the U.S. Economic Development Administration. Several faculty members were recognized by their peers for outstanding scholarship and thought leadership. In a 2009 online poll by the urban planning news web site Planetizen, Levin College Professor Norm Krumholz was designated one of the top 100 urban thinkers of all time. These contributions to state and national policy go hand in hand with our core mission to educate students and provide research, data analysis and practical solutions for local political and business leaders and the communities of Northeast Ohio.

The following 2007-2009 summary report on our academic programs, scholarship and outreach offers examples of the many ways in which the Maxine Goodman Levin College of Urban Affairs is changing America’s cities, one graduate at a time.
The Levin College of Urban Affairs at Cleveland State University is a nationally recognized institution dedicated to excellence in teaching, research and service, actively engaged in improving opportunities for the citizens of the Greater Cleveland region and the state of Ohio.

The Levin College of Urban Affairs at Cleveland State University is a nationally recognized home of thought leaders in the area of urban policy and public management who transfer and extend that knowledge through teaching, research and service.

The Levin College community — faculty, staff and students — values creating and transmitting knowledge, intellectual freedom and debate, collaboration and engagement. Our community values diversity in all of its forms — demographic, disciplinary and methodological — because diverse perspectives lead to knowledge creation and meaningful debate.

The faculty and staff of the Levin College of Urban Affairs make two promises: The Levin College will develop and support thought leaders in the areas of urban policy and public management; The Levin College will change America’s cities one graduate at a time.
“The Levin College of Urban Affairs is deeply steeped in the multitude of efforts under way to build Cleveland back into a vital city center. There is a long list of ways that the Levin College documents trends, provides impartial information and provides a platform for civic dialogue on issues.”

KATHLEEN H. CROWTHOR, EXECUTIVE DIRECTOR, CLEVELAND RESTORATION SOCIETY

CLEVELAND, like many of the nation’s aging industrial centers, has struggled to retain its economy as markets have become globally competitive and knowledge has become the currency of trade. Cleveland, like so many other of the nation’s urban centers particularly in the Midwest, had been facing considerable threats to prosperity and well-being, even before the 2007 recession took hold with such ferocity that it nearly toppled financial markets. On the positive side, Cleveland provides a setting for studying some of the most innovative approaches to addressing the economic threats, social ills, environmental challenges and development opportunities that so many cities struggle with today: poverty, unemployment, urban sprawl, aging infrastructure, shrinking industrial base, brownfield development, troubled schools, vacant commercial and residential property and air and water quality degradation. Cleveland was among the first major cities to feel the negative effects of predatory lending and the resulting mortgage crisis.

CLEVELAND and the surrounding communities of Northeast Ohio provide a daily reminder of the importance of the forward-looking work being done by Levin College students, faculty and staff to reshape America’s core communities and generate an opportunity agenda for the future. By focusing its efforts and expertise on encouraging sustainable land-use practices, governmental renewal and the growth of new industries, the College is shaping new leaders and new ideas to reinvigorate the nation’s cities as thriving, inviting places to live, work and play. In particular, the Levin College influences Urban Public Policy through its research and practice in the areas of public finance, economic development, urban planning, sustainability practices, environmental policy and community development.
CITY MANAGEMENT as a field of practice is rapidly changing. The highly regarded academic and professional training programs and research efforts of the college are responding to the challenges and opportunities presented by this rapidly changing environment, preparing students and practitioners to manage in complex, 21st century urban areas.

In 2009, The Center for Leadership Development forged an innovative partnership with the City of Cleveland designed to professionalize and empower the City’s administrative workforce. The Cleveland Management Academy, funded by the Cleveland Foundation, will enable two groups of 30 mid-level administrators to pursue a one-year program of concentrated study in public management. A series of 25 customized workshops culminating with a project, provide participating City administrators with skills and tools to improve workplace efficiency, communications and customer service, as well as manage change and encourage innovative planning. Participants can receive academic credit for their successful participation in the program if they complete an examination process which is overseen by the Department of Urban Studies.

The Center’s new Leadership Development Fellows program provides opportunities for Levin College graduate students to work on these projects with the professionals in the Center’s Management Academy. The program is a partnership with the Ohio Center for the Advancement of Women in Public Service. Student Fellows are connected to professionals in the community and engage in project assignments that complement their academic coursework. These assignments may include research on local government initiatives, statistical analysis, strategic planning or best practice studies. Seven exceptional students were selected as Leadership Development Fellows for 2009-2010.

Beyond the training opportunities available at the College, Levin faculty and staff share their considerable expertise in municipal finance and management with local governments. Recently, the Center for Public Management conducted a feasibility study that looked at the financial, technological and legal ramifications of consolidating the police, fire and paramedic dispatch services of 14 Northeast Ohio communities. The Center’s analysis determined that such consolidation could yield $1.6 million in annual savings. The Center was also involved in recent efforts to reform Cuyahoga County’s government. Center staff evaluated organizational models and examined best practices nationally and statewide to identify options for improving executive, legislative and administrative roles.

The Center for Public Management serves as a resource for Ohio’s state and local governments and not-for-profit organizations. In particular, the Center’s mission is to encourage efficiency and effectiveness of government operations and public policy. Recent examples showcase the considerable impact of Center research at the city, county and state levels. In addition to the public service consultation studies and not-for-profit organizations, the public works agencies, special districts, and policy and legislative organizations on a local, regional, state, and national basis.

The Center works collaboratively with the College’s Great Lakes Environmental Finance Center to provide services to the Ohio public sector. These collaborative relationships provide a multidisciplinary approach to structure and deliver services designed to meet the current and future needs of the public and not-for-profit communities. These relationships also build on the broad body of skills and experience of the Levin College’s programs and staff.

The Center for Public Management pursues its mission through work in five substantive areas:
- Economic and fiscal analysis
- Performance and efficiency measurement
- Policy and reimbursement evaluation
- Organizational development
- Economic development strategy

To move toward that aim, we need to be proactive in resisting the temptation to revert to old practices, requires “transitional thinkers” who are not entrenched in how things used to be done and who are open to new possibilities. Dr. Zingale sees the role of the Levin College as nurturing transitional thinkers who are needed to assess, design, and manage a sustainable City of Cleveland and Northeast Ohio, and who will shape and create transformative national policies and procedures.

Dr. Zingale has emphasized that transformative thinking is about “thinking differently about urban planning and economic development.” Dr. Zingale says, “We need transitional thinkers to lead us to a new place.”

THOUGHT LEADERSHIP: Dr. Zingale’s views on environmental responsibility speak to the Levin College's mission of preparing students to lead us to a new place. Dr Zingale, a pioneer of the field of environmental management, has had a significant impact on the way people think about sustainability and the need for transformative change. His work has been instrumental in shaping sustainability policy and practice, both in the United States and internationally. Dr. Zingale’s research and teaching have focused on the intersection of top-down and bottom-up change, and the importance of promoting transformative thinking in order to achieve greater sustainability.

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- Economic development strategy
The Levin College’s considerable expertise in economic development policy and practice has been put into action to help revive the important economic engines of metropolitan areas. As President Barack Obama transitioned into office, Dean Edward W. (Ned) Hill was invited to be among a team of scholars and practitioners to present a report to Housing and Urban Development Secretary Shaun Donovan on opportunities for retooling HUD for a Catalytic Federal Government. Dean Hill led a task force to examine economic development strategies and presented a “City-Focused Economic Development Agenda for the Federal Government and HUD.” Recommendations included building diverse core neighborhoods around anchor institutions and amenities and restructuring the Community Development Block Grant to better reflect the program’s three distinct, yet intersecting, objectives of social service delivery and job training, fiscal equalization, and economic development. The far-reaching recommendations are in the process of being applied statewide.

In 2008, Dean Hill teamed with George Washington University Professor Harold Wolman on “Understanding Economically Distressed Cities.” The book chapter, which grew out of research conducted around institutions and amenities and restructuring the Community Development Block Grant to better reflect the program’s three distinct, yet intersecting, objectives of social service delivery and job training, fiscal equalization, and economic development. The far-reaching recommendations are in the process of being applied statewide.

The three-year National Science Foundation grant, which was awarded in 2007, funded detailed analysis of state science and innovation policies relating to universities. As part of a team of researchers from the University of North Carolina at Chapel Hill, the University of Georgia, and Vanderbilt University, Dr. Lendel conducted a state-by-state examination of policies related to enhancing science and innovation capacity. The study looked back historically to the 1960s and ’70s, when many such programs were first developed, taking policies of the National Science Foundation as their model. The researchers identified factors that triggered policy development, size of programs, how many years policies were in place, what the state political and economic climates were at the time the programs were developed, and other variables such as state-level educational attainment and unemployment. The research will add to understanding of how and why such programs are created and continued through a series of articles that examines key attributes.

When she’s not immersed in conducting research of national and international scope, Dr. Lendel focuses her efforts on providing Northeast Ohio economic development officials, industry leaders and advocacy groups with practical analysis of market challenges and opportunities.

“The goal of applied research is to help come up with policy solutions.”

Dr. Iryna Lendel, Center for Economic Development, CSU
ADVANCED ENERGY RESEARCH

In 2009, CLE received grants from the Generation to invest in advanced energy technologies nationwide were only accompanied by various investigations into institutional and social impediments that stand in the way of such technologies being adopted.

At the same time, former CLE President Michael Schwartz was exploring how the adoption of advanced energy technologies and the transition to advanced energy economy would affect Northeast Ohio. The CEP was launched as a result in the fall of 2009. The Center has since provided a first-ever cross-disciplinary class in energy law and policy and sponsored a forum on distributed generation. "Fixing the Snags in our Research on the market opportunities, legal and business issues and regulatory barriers is the adoption of offshore wind power generation in the Great Lakes and other advanced energy technologies.

Dr. Bowman has served as associate editor of the International Journal of Energy Technology and Policy. He was American editor of the International Journal of Global Environmental Issues from 2001 to 2007 and has been a member of the editorial board of the International Journal of Environmental Management and Technology.


“Northeast Ohio Economic Brief.” (2009, 2008). Prepared by Center staff with support from the University of Toledo and Northeast Ohio Regional Partnerships (NERP). Prepared by Center staff with support from the U.S. Economic Development Administration.


For three years, the Levin College’s Center for Economic Development has been analyzing an expanding set of economic indicators to gauge the economic well-being of Northeast Ohio and its four metropolitan regions — Cleveland-Elyria-Mentor, Akron-Canton-Austintown-Bowmanstown, Youngstown-Warren-Boardman, and 42 villages, which include employment, gross metropolitan product, productivity and per capita income, are compiled into a visual snapshot of the region’s vitality. “The Northeast Ohio Dashboard of Economic Indicators presents policymakers and industry leaders with an instantly readable assessment of the Northeast Ohio measures up against 136 other metropolitan areas. Dr. ZIona AUSTRIAN director of the Center for Economic Development, leads the update of the Overview Model for the Fund for Our Economic Future, the collaboration of philanthropic organizations throughout Northeast Ohio with the goal of improving the global competitiveness of the 16-county region. The Dashboard allows political, business and philanthropic leaders to calculate the region’s performance as one entity but also track the economic vitality of the individual metropolitan regions.

The Dashboard is an example of the research and technical assistance that Center staff provide to local, state and national policymakers in the areas of urban and regional economic issues. The Center’s primary areas of research include regional economic strategy, economic impact analysis, workforce development, tourism and urban development, strategies for regional economic growth and the role of university/universities in regional development. Emerging areas of research include innovation and entrepreneurship.

The Center conducts impact studies for clients, including an annual assessment for the NASA Glenn Research Center. Its staff, which includes graduate assistants, have a news for Senator Sherrod Brown’s Office on Ohio’s access to federal economic development money, performed database research on biotechnology clusters, tracked the high tech industry in Northeast Ohio and conducted surveys of local entrepreneurs to measure their confidence in the region’s economic viability. In 2008, the Levin Center for Economic Development received more than $150,000 in funding from the U.S. Department of Commerce to support the work’s program in strengthening the Northeast Ohio economy. The Levin program has been designated an EDA University Research Center since 1985 and is one of only 53 such programs nationwide.

In addition to overhauling the Dashboard, Dr. Austrian manages the EDA University Research Center and the Ohio Economic Development Information Network. Also known as the Ohio ES202 Network, this statewide resource is dedicated to developing and implementing an employment and project database to provide researchers with critical information for a clearer understanding of economic activity in the region.

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“The Levin College is critical to planners working in the Cleveland area.”

JAYME LUCAS, CITY OF SHAKER HEIGHTS

STUDENTS IN THE LEVIN COLLEGE’S Master of Urban Planning Design and Development program have many opportunities for practical, hands-on learning. Whether engaging in class projects or assisting in research, Levin students can apply their knowledge to enhance the urban environment.

Students in Jim Kastelic and DR. ROBERT A. SIMONS’ MUPDD Capstone course won an award from the Ohio American Planning Association for their spring 2009 project, a revitalization plan for Cleveland’s lakefront. The team of students took as its mission reconnecting “the people of Greater Cleveland and the region to the lakefront by developing creative and comprehensive strategies to enhance green spaces and re-imagine its recreational, ecological, and economic use.” Among other recommendations, the students advocated the formation of a nonprofit conservancy organization to oversee revitalization and maintenance of lakefront parks, market the area’s amenities, and prioritize lakefront-related projects.

Kirby Date, program manager of the Levin College’s Community Planning Program, is overseeing the development of a statewide network to connect and build planning agency staff and work with local community officials in implementing best land-use practices and developing a watershed plan. Date, a registered landscape architect and member of the American Institute of Certified Planners, has led the Best Local Land Use Practices program of the Lake Erie Blue-Ribbon Task Force on Balanced Growth since 2006. The Ohio Lake Erie Commission and Ohio Water Resources Council moved to expand the program statewide in 2009. The goal of such efforts is to encourage investment in existing communities, as well as critical resource areas.

The Community Planning Program is also active with individual local governments throughout Northeast Ohio, assisting them with local plans. The program is currently launching an innovative effort to mentor citizens of small communities in preparing their own community plans, thereby reducing their cost and expanding their capacity for sustainable decision-making. Student employees are involved in all Community Planning Program projects and are able to experience firsthand the practical application of sustainable development principles while working within a professional office setting.
“I like teaching very much. I like students very much. I like to interact with them. I’ve had a hand in molding the best possible outing at Dr. Kiellogg’s long-term involvement with the business community, that we have here.”

Students in Dr. Kiellogg’s urban planning classes benefit from her long-term involvement with the Ecovillage. Dr. Kiellogg says, “When we tour the Ecovillage, students instantly understand. This is what that means. They didn’t just stroll in. They did something related to their studies in their community. Many of her students have returned to work on questions of ecological and neighborhood growth. More of the recommendations of the Lake Erie Balanced Growth Initiative are in the process of being implemented statewide. Over the last two years, Dr. Kiellogg also served as principal investigator on a study related to planning capacity in small towns of Northern Ohio.

At the end of a week in mid-October 2008 that had witnessed the selling out of credit markets and the near collapse of the United States financial markets, students in Dr. Robert A. Simons Development Process and Market Analysis class got help in making sense of the chaos. Dr. Simons invited a guest speaker from the business world to try to explain the extraordinary events.

Dr. SIMONS, who teaches courses in real estate development, market analysis and finance, doctoral research methods and environmental finance, frequently invites bankers, developers and other private-sector professionals to add real-world perspective and context to his students’ classroom learning. Dr. Simons uses his role as teaching private-sector strategies to people who wind up in the classroom so that my students, who are planning to pursue jobs in economic development and community development, how to rethink and replan land use in those areas. Students in Dr. Kiellogg’s urban planning classes appreciate her real-world perspective and context to their classroom learning.

Author of more than 45 articles and book chapters on real estate, urban development, environmental damage, housing policy and beneficial redevelopment, Dr. Simons recently completed a book due out in 2010, on New Uses for Blighted Buildings and Schools. He served as legal advisor for an international research monograph on Indigenous Property and Valuation that was published by the American Real Estate Society (ARES) in 2008. He will serve as program chair of the ARES through 2010 and will take over as president of the association of real estate thought leaders for the 2011-2012 term. Dr. Simons, who is 2004 and 2008 for two studies related to best practices in and indicators of balanced growth. Many of the recommendations of the Lake Erie Balanced Growth Initiative are in the process of being implemented statewide. Over the last two years, Dr. Kiellogg also served as principal investigator on a study related to planning capacity in small towns of Northern Ohio.

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COMMUNITY PLANNING AND DEVELOPMENT

From the bottom of the mortgage crisis began to make national headlines, researchers in the Levin College’s Housing and Research Policy Program were paying over mortgage data from the Cuyahoga County Recorder’s Office and tracking suspicious lending patterns. As early as 2008, they were seeing sales prices for homes in the City of Cleveland that were as much as double the Cuyahoga County average. “The Sky Isn’t Falling Everywhere” was a project that told the story of a bifurcated housing market in Cleveland that was as much as double the Cuyahoga County average, said Dr. Brian Mikelbank, director of the Levin College’s Center for Community Planning and Development, who recognized that the lending patterns they noted were “directly impacted” by foreclosure proceedings. The Levin College’s data and analysis proved useful in helping the newly incorporated Cuyahoga County Land Reutilization Corporation and its partners, the City of Cleveland, Cuyahoga County, and the Cuyahoga Metropolitan Housing Authority raise $450 million in Neighborhood Stabilization Program funds. The loan funding, which was made available as part of the Housing and Economic Recovery Act, will be used to deal with vacant and foreclosed properties. Since 2008, CBO’s Levin College has worked as the outside evaluator for Cuyahoga County’s Foreclosure Prevention Program to look at the effectiveness of its innovative counseling program. The initiative includes foreclosure, education, counseling, legal assistance and advocacy efforts. This was part of the newly formed Center for Community Planning and Development. Destined in 2009 through the consolidation of the neighborhood planning, housing research and policy, and community planning programs, the Center works to strengthen the practice of planning and community development through independent research, technical assistance, and civic education and engagement. The Center partners with public, private and non-profit organizations, local governments, and development and planning professionals. The work of the Center encompasses planning program development and evaluation, public policy research, and data development and dissemination on issues related to housing, neighborhood, and community development (including foreclosures and vacant and abandoned property) and planning. Clients for the Center’s program evaluation and planning, analysis, and urban planning and sustainable development services have included:

• Cuyahoga County
• Fund for Our Economic Future
• Rebuilding Prosperity to Cleveland Mini-Summit
• Northeast Ohio Board of Education and the Association for Community Planning and Development


LEVIN COLLEGE FORUM


LEVIN COLLEGE FORUM EVENTS

2009

• A Community Conversation with Mayor Frank G. Jackson and Chief Operating Officer Darnell Bonner
• Building Our Future Beyond Foreclosures Series
• The Sky Isn’t Falling Everywhere

2008

• The Medical Mart
• Fund for Our Economic Future
• Cleveland: Is Northeast Ohio Catch the Sustainability Wave?
• Cleveland: A Community Conversation with Mayor Frank G. Jackson and Chief Operating Officer Darnell Bonner

2007

• Cleveland State University

All Forum events are recorded and archived at www.urban.cuohio.edu/forum

"I have partnered with the Levin College Forum on programs to educate the community about public policy issues facing our community. The College is a valued urban public policy and economic development resource to the communities that Dominion serves." ROBERT W. VALLEY, MANAGING DIRECTOR OF NORTHWEST STATE & LOCAL AFFAIRS, DOMINION RESOURCES SERVICES INC.
The Levin College’s strength in public administration and public management arises from reflective practitioners who bring their proficiencies to education, thought leadership from scholars in the program, and active community engagement through the work of the Urban Center practitioners in Public Management and Nonprofit Policy and Practice.

The program’s national reputation has been built on the strength of its scholarship. Levin College faculty are consistently recognized by their peers for the exceptional quality and contribution of their work to our understanding of the challenges of public service.

Dr. Camilla Stivers received the Brownlow Award from the National Academy of Public Administration for her 2008 book, Governance in Dark Times. The Academy presents the award each year to recognize the book it considers the best published. Believed to be the first book to explore the philosophical and value underpinnings needed to guide public servants, Governance in Dark Times offers practical steps to create spaces for citizen dialogue and engagement in public life.

Dr. Michael Spicer received the Laverne Burchfield Award from Public Administration Review and the American Society for Public Administration for the best book review essay published in 2007. His essay was titled “Some Reflections on Democracy and Their Implications for American Public Administration.”

The ASPA also recognized Dr. Sylvester Murray, honoring him with the 2007 Elmer B. Staats Award and Lifetime Achievement Award for Distinguished Public Service.

Dr. Jeffrey Brudney was recognized by the Academy of Management’s Nonprofit Division for writing the best article of the year in 2008.

Dr. Jennifer Alexander and Dr. Jeffrey Brudney organized a national symposium co-sponsored by ASPA and ARNOVA to explore accountability in public nonprofit partnerships and generated a special issue of Nonprofit and Voluntary Sector Quarterly from selected papers presented at the symposium.

“The MPA program at the College of Urban Affairs helped to prepare me for a career in the federal government by teaching the fundamentals of public service.”

Kelly Snider, ’08, Master of Public Administration, CSU
Dr. Michael W. Spicer was public administration as a political environment — and that’s just the wire with him. “I think we have to embrace the politics.” He is not a prevailing view. Dr. Spicer, whose scholarship has been a key contributor to the Levin College’s national prestige as a top graduate program in public administration. “Politics underlie many of the conversations in public administration, but, of the same time, there is a certain disdain of politics.”

In this most recent book, Dr. Spicer stands in the domain of Public Administration: He makes a case for what he sees as a widely misunderstood and underscraped role in the practice of good governance. “The bottom line is that politics provide a way for us to settle our differences, determine what’s considered most in the public interest or most valuable, and do so in a fair and relatively peaceful way. Politics help us sort out and balance our values in relative peace.”

“Politics in administration to encourage the process of hearing different viewpoints, instead of shutting off debate,” he says. Efforts to purge public administration of the “appearance” of politics, in fact, have dangerous consequences in allowing civil servants to be “reduced to political functionaries.”

In Defense of Politics in Public Administration is the third book for Dr. Spicer, who has been on the faculty since 1986, the year that the public administration program relocated out of CSU’s business school and into the Levin College of Urban Affairs. The move led to what Dr. Spicer considers a unique quality of the program and a key strength of the College: Blending public administration teaching and research with the complementary fields of planning, economic development, and environmental studies.

“We have tremendous breadth,” he says. “Our MPA students get exposed to faculty in different disciplines, many of whom are quite prominent thinkers in their fields.” Beyond the interdisciplinary nature of the public administration program that aims to provide students with the background and skills for a role in public service, Dr. Spicer sees the “implicit genius” of the program to be the opportunity it offers for students to experience the theoretical and the practical within the same learning environment. “The combination of the research of the faculty and the activities of the Urban Center is truly extraordinary.”

In 2007, Dr. Jeffrey Brudney was installed as the 4th Dr. Albert A. Levin Chair of Urban Studies and Public Service. While serving on the faculty of the University of Georgia, Dr. Brudney established himself as a prolific researcher. In the area of public administration, the nonprofit sector, and volunteering, researching among the most frequently published scholars in his field worldwide.

Dr. Brudney has written or edited over 150 works in volunteering and public service administration since joining the Levin College faculty. In 2009, the seventh edition of his book, Applied Statistics for Public and Nonprofit Administration: A textbook he co-authored, was released. That same year the second printing of Emerging Areas of Volunteerism: A book he edited, was released. Since 2007, he has contributed to four published book chapters and a dozen journal articles. One of those articles was recognized by the Academy of Management’s Nonprofit Division as the best of 2008.

In 2010 Dr. Brudney was named editor of Nonprofit and Volunteer Sector Quarterly, the journal’s in its subject area.

Dr. Brudney’s research on volunteering earned him a trip to the White House in September 2008 to be present for President Bush’s remarks regarding volunteering. The event was both gratifying and inspiring for Dr. Brudney, who each year explores the topic of volunteer administration as part of the Levin Chair Seminar.

The prestigious Levin Chair was established as the first endowed professorship at CSU with the intent of attracting leading professors in the field of urban affairs to the University. “Championing ‘thought in action’ and ‘action in thought’,” the Chair was created to help address the many challenges to the health and vitality of the Cleveland area. Established in 1969 in memory of Albert A. Levin, a prominent attorney, philanthropist and urban developer, the Levin Chair is unique in its ability to influence the urban environment by combining classroom teaching with direct public service. After 40 years, the Chair continues to embody the dynamic interaction of thought and action—and theoretical and applied research—that is the hallmark of the Levin College of Urban Affairs.

The 14 scholars to hold the Levin Chair have been:
- David D. Weaver, 1977-79
- Ward Van Esselt, 1978-79
- Robert Short-Austin, 1980-81
- Martin Rain, 1981-82
- Paul R. Porter, 1982-84
- Edgar Rose, 1984-86
- Wilbur Thompson, 1986-88
- Philip L. Clark, 1988-97
- David Perry, 1989-90
- James Bronzette, 1991-93
- Robert J. Weast, 1994-95
- Camila Shiles, 1996-2003
- Janell Nolly, 2003-05
- Jeffrey Brudney, 2007-present

Dr. Jennifer Alexander saw an unmet need in the local nonprofit sector for employees with more sophisticated management skills. She shared that insight in a proposal for a new degree program to the Ohio Board of Regents, noting that a study by the Annie E. Casey Foundation highlighted a concerning leadership loss of Cleveland’s nonprofit and found a significant gap between the organization’s growing need for middle- and higher-level executives and the existing labor pool.

Across the nation, academic programs in nonprofit studies have grown dramatically over the past decade or so. As employment in this middle sector between business, government, and social services has grown in importance and expectations regarding accountabilities have increased among funders and constituents. Despite the increase in the number of programs offered, Dr. Alexander noted that most of those focused on the social services and few were designed to provide training in management skills. Instead, students with an interest in nonprofit work tended to enroll in master of public administration programs in order to learn management skills. “We had a lot of MPA students who were here to acquire management skills, but they really wanted to work for a nonprofit,” says Dr. Alexander, who serves as director of the Levin College’s MPA program.

Dr. Alexander reasoned, “Nonprofits are often the backbone of the community and the backbone of philanthropy. It’s about looking at our mission from the perspective of the core skills people need right now in order to have an impact and to get a job. We need to be training our students to have that core set of skills.”

"What better place to establish such a program, than Northeast Ohio? This region has a notable history and tradition of philanthropy, including a number of significant U.S. firsts: modern community chest, first federation of nonprofits, one of the first settlement houses in the nation, one of every new workers in Northeast Ohio is employed in the nonprofit sector. ‘We have a very rich philanthropy community here and nonprofits are the backbone of philanthropies’.

Dr. Alexander’s presentation to the Ohio Regents was persuasive. In 2007, the Levin College began offering bachelor’s, graduate certificates and master’s programs in nonprofit administration. The academic program reinforces the applied community outreach going on in the Levin College’s Center for Nonprofit Policy and Practice, which the school launched in 2001. In its first few years of operation, the Center saved more than 200 nonprofit organizations, providing help with business plans and development audits. These activities have provided students with opportunities for hands-on service learning. “Students come to this College because they want to acquire applied skills and they want to know that those skills will be valued in the job market,” says Dr. Alexander, who also serves as director of the Professors program. "Students know when they choose the Levin College that the scholars are helping to shape their fields.

Four members of the Levin College faculty — Dr. Alexander, Dr. Jeffrey Brudney, Dr. Camila Shiles and Dr. Janell Nolly — were invited to participate in the prestigious Minnowbrook III conference at Syracuse University in fall 2008. Following up on the work of Minnowbrook I, held in 1968, and Minnowbrook II, in 1968, this conference of top scholars explored “The Future of Public Administration, Public Management, and Public Service Around the World.” Dr. Alexander’s paper on “Strengthening the Political Capacity of Local Government: A Study of Human Service Partnerships” was among 350 proposals selected out of more than 350 submitted.

Also that fall, Dr. Alexander leveraged her role as director of the Center for Accountability and Performance in the American Society of Public Administration to organize a symposium on Accountability and Performance Measurement in Public-Nonprofit Partnerships and had it in on an event with a rich history of public-nonprofit partnerships — Cleveland Articles, selected for the symposium, which was co-sponsored by the Association for Research on Nonprofit Organizations and Voluntary Action, will appear in a special volume of the Nonprofit and Voluntary Sector Quarterly.

Dr. Alexander says the nonprofit academic programs complement the recognized strengths and overall mission of the Levin College. “Nonprofits are often the backbone of health service, social service, economic development and planning. What we all share, more than anything, is a commitment to the challenges of urban areas and urban policies.”
The Levin College is home to the Northern Ohio Data and Information Service (NODIS), the region’s designated census data source. As a Census Bureau affiliate, NODIS provides census and other data resources to the public, nonprofit, and business communities, as well as the general public. It also provides mapping and Geographic Information Systems (GIS) services, data, and training. Services include standard and customized community profiles; demographic analysis; census tract lookup guides; demographic, economic, and environmental mapping; geocoding; and database and web site development. NODIS is a leader in the use of information technology, particularly GIS, with three certified GIS Professionals (GISPs) on staff.

Recent NODIS projects include:
- Developing the state’s database that will be used to redraw political districts after the 2010 Census.
- Developing a data matrix that will enable estimation of job creation impact of industry changes in Northeast Ohio, as well as other research applications.
- Providing geographically based enrollment projections for the Cleveland Municipal School District’s Capital Improvement Master Plan.
- Conducting an analysis of health disparities in Northeast Ohio using the 2008 Ohio Family Health Survey.
- Participating in a study of the feasibility of establishing a countywide data coordination consortium to assist agencies to better plan for and deliver health and social services, with a focus on home- and community-based services for older adults and adults with disabilities.
- Providing research for the Community Partnership for Arts and Culture and the Artist Home, Work and Retail Ownership task force. The research concerns development of strategies to facilitate neighborhood-level artist communities.
- Providing routing descriptions and maps for a revision to a guide to Greater Cleveland’s Sacred Landmarks.
- Participating in a study on comprehensive costs of services and rate design for the Northeast Ohio Regional Sewer District.
- Providing local coordination of the Census Bureau’s Statistical Areas Program, which delineated census tract and other boundary changes for the decennial census.

THOUGHT LEADERSHIP: NODIS Director Dr. Mark Salling provides leadership at the state and national levels on urban data and GIS issues. He serves on the Council of the Ohio Geographically Referenced Information Program (OGRIP), the statewide organization mandated by the governor to facilitate the development and sharing of GIS data and technology, and as the state’s liaison to the Census Bureau’s Redistricting Data Program. At the national level, he serves on the publications committee and is a past board member of the Urban and Regional Information Systems Association (URISA). He also serves on the Executive Committee of GISCorps, which deploy GIS volunteers during national and international emergencies, such as Hurricane Katrina and the Indian Ocean Tsunami, and for many projects that assist underprivileged communities worldwide. Often quoted in local and statewide media, Dr. Salling has been referred to as “the region’s ranking demographer.”

APPLIED RESEARCH: NODIS produces a variety of demographic reports and is recognized as the region’s leading source for census and demographic analysis. In addition, Dr. Salling, through a partnership of the Levin College, serves as the research director at the Center for Community Solutions, a nonprofit organization that provides strategic leadership for improving health, social and economic conditions in Northeast Ohio and around the state. Through its research, the Center for Community Solutions provides decision support, training, and tools that policymakers, community leaders and organizations need to address significant problems that the state and region face. As research director, Dr. Salling directs the collaborative work of NODIS staff and researchers at Community Solutions and frequently publishes in the organization’s journal, Planning & Action.
BACHELOR OF ARTS IN URBAN STUDIES
Entails the study of America’s cities, metropolitan areas, and their people. Students learn about the cultural, political, and historical aspects of urban living and the influences of these factors on the growth and decline of businesses and neighborhoods. Urban Studies is an interdisciplinary program that includes a foundation in urban geography, urban economic and political systems, and social issues. A minor in Urban Studies is also available.

BACHELOR OF ARTS IN PUBLIC SAFETY MANAGEMENT
Designed to equip public safety officials with additional management and communication skills to address the needs of their urban constituents. It provides an in-depth study of community safety needs and problems, as well as analytical tools for addressing injustices for those living and working in urban settings.

BACHELOR OF ARTS IN ENVIRONMENTAL STUDIES
Designed for students who are interested in working in environmental policy and analysis for business, industry or government. It allows students to examine major environmental issues dealing with air and water pollution, hazardous substances, and urban sustainability policies and management. The program also provides an educational foundation for students who want to pursue an advanced degree in law or business. This program is offered in conjunction with Cleveland State’s College of Liberal Arts and Social Sciences and Fenn College of Engineering.

BACHELOR OF ARTS IN NONPROFIT ADMINISTRATION
Designed for students aspiring to enter the field of human services and nonprofit management and those currently employed in these areas. It provides management skills and training directed toward mobilizing community assets and capacity building.

BACHELOR OF ARTS IN ORGANIZATIONAL LEADERSHIP
Prepares students to assume leadership roles in organizational settings in the public, private and nonprofit sectors. Created as a multidisciplinary program of study for those interested in leadership theory and practice, the degree program is a joint venture of the Levin College of Urban Affairs, the Nano College of Business Administration and the School of Communication.

5-YEAR BACHELOR OF ARTS + MASTER’S DEGREE PROGRAMS
The Levin College offers 5-Year BA-MA or track programs for high-performing undergraduates who wish to jumpstart their professional careers by accelerating the completion of two degrees. These fast-track programs lead to Master’s degrees in three areas: PUBLIC ADMINISTRATION, NONPROFIT ADMINISTRATION and LEADERSHIP AND ENVIRONMENTAL STUDIES.

ASSESSMENT AND ACCREDITATION OF PRIOR LEARNING EXPERIENCE (AAPLE): CREDIT FOR LIFE EXPERIENCE
The Levin College of Urban Affairs’ Assessment and Accreditation of Prior Learning Experience (AAPLE) program recognizes that learning takes place in situations other than the classroom and is designed to award academic credit for substantial previous learning experiences AAPLE helps integrate life and work experience with other learning goals and educational programs. It saves students time and money by awarding 4 to 24 credit hours, depending on the amount of experience and its relevance to a degree in urban affairs.

CERTIFICATE IN GEOGRAPHIC INFORMATION SYSTEMS
The Levin College offers a sequence of courses to professionals who wish to learn GIS technology to complement their careers in government, planning, environmental, public works and other areas of practice. The program provides a solid understanding of concepts, technical and institutional factors in GIS design and implementation, and applications of the technology to current issues of urban interest.

COOPERATIVE DEGREES WITH CHUNG-ANG UNIVERSITY, KOREA

MASTER OF SCIENCE IN URBAN STUDIES AND MASTER OF URBAN AND REGIONAL PLANNING
In 1998 a cooperative agreement was reached between the Levin College of Urban Affairs at Cleveland State University and the Department of Regional Planning, Chung-Ang University in Seoul, Korea, to foster a dual Master of Science degree in Urban Studies/Urban and Regional Planning.

COOPERATIVE DOCTOR OF PHILOSOPHY IN URBAN STUDIES AND PUBLIC AFFAIRS
A cooperative accredited degree program awarded a Doctor of Philosophy in Urban Studies and Public Affairs from Chung-Ang University in Seoul, Korea, and Cleveland State University’s Master-Goodman Levin College of Urban Affairs was launched with an initial cohort of Chung-Ang students beginning in fall semester 2005.

GRADUATE PROGRAMS

GRADUATE CERTIFICATE IN URBAN GEOGRAPHIC INFORMATION SYSTEMS (GIS)
Often a sequence of courses in GIS technology to professionals wishing to complement their careers in government, planning, environment, public works, and other urban agencies. The program includes concepts, technical and institutional factors in GIS design and implementation, as well as applications of the technology to current issues of urban interest. This program bolishes training in fundamental GIS concepts and theory, practical GIS-based problem solving applications, and the development and completion of both independent and collaborative GIS projects.

GRADUATE CERTIFICATE IN LOCAL AND URBAN PLANNING
Helps practitioners address the challenges and opportunities facing cities, such as budget cuts and equity. This program also assists experienced managers from the business or nonprofit sectors to make the transition into local government. The curriculum blends the theory and practice of local government and give them the skills necessary to survive and succeed as effective and ethical leaders in local urban management.

GRADUATE CERTIFICATE IN NONPROFIT ADMINISTRATION
Responds to the needs of the nonprofit employment sector in today’s business environment. Despite Cleveland’s rich and varied nonprofit community, few opportunities for specialized training in this multifaceted field have been available in Northeast Ohio. This program is designed to equip professionals who seek to expand their knowledge of urban nonprofit development issues, as well as graduate students enrolled in urban planning, design and development degree programs.

GRADUATE DEGREE PROGRAMS

MASTER OF PUBLIC ADMINISTRATION (MPA)
Provides advanced and intellectually and administratively leadership in public administration by preparing students to assume the challenges of public service. Coursework gives a diverse student body a foundation in general public administration and specialized skills grounded in one of the program’s areas of expertise. This multidisciplinary program, featuring courses offered through the Levin College, the Department of Political Science, the College of Business and the Cleveland-Marshall College of Law, helps students to develop a diverse, informed, professional, independent and disseminate knowledge and understanding about the practice of public affairs. The MPA program also serves the Northeast Ohio region, including the professional community, by extending intellectual resources and applying knowledge.

MASTER OF ARTS IN ENVIRONMENTAL STUDIES
Prepares students for careers in environmental policy and management while providing them with a broad, interdisciplinary course of study that enables them to “bridge the gap” between environmental science and public policy professionals. Developing urban institutions, organizations and policies that address the environment requires a careful study of both natural and human systems and their interrelationships. This track is at the core of an environmental studies degree program. Core courses are taken by students in three environmental masters’ programs: environmental studies, environmental science and environmental engineering. The program is an interdisciplinary collaboration of the Levin College of Science, the College of Engineering and the College of Law.

MASTER OF NONPROFIT ADMINISTRATION AND LEADERSHIP (MNAL)
Provides students in this rapidly growing, in-demand field with knowledge of management, leadership, philanthropy, policy, program development, program evaluation and applied management. This two-year degree draws on the strengths of leading scholars and practitioners with expertise in human resources, volunteerism, philanthropy and the political character of nonprofits in civil society. This MPH is an interdisciplinary collaboration of the Levin College of Urban Affairs, the College of Business and the School of Social Work, as well as departments at Cleveland State University.

J.D./MASTER’S DUAL DEGREE PROGRAMS
Leads to a J.D. from the Cleveland-Marshall College of Law and a master’s degree in one of three areas: Environmental Studies, Public Administration, or Urban Planning.

GRADUATE CERTIFICATE IN URBAN REAL ESTATE DEVELOPMENT AND FINANCE
Provides existing CSU graduate students in Business, Law and Urban Affairs a more focused, hands-on and practical experience in project level real estate and real estate finance, investment and valuation. This certificate program will also benefit professionals in the fields of real estate, real estate law, planning, economic development, banking and architecture who were trained in other fields and would like to update and sharpen their knowledge and practice of urban real estate development and finance.

MINOR PROGRAMS IN THE DEPARTMENT OF URBAN STUDIES.
The Levin College offers minors in urban studies, sustainable urban development, environmental studies and nonprofit administration.

PH.D. PROGRAM IN URBAN STUDIES AND PUBLIC AFFAIRS
Sought to graduate scholars who are prepared to research, teach and practice reflectively in positions vis-à-vis urban studies and public affairs in universities and public policy organizations. This program has a strong theoretical and methodological foundation within the field, together with the in-depth knowledge required to be able to recognize, identify and articulate the frontiers of scholarship within a specialized field. Fields of study are:

• Public Administration
• Urban Policy and Development
• Communication

Students can also take a track to meet their intellectual interests.
### Bachelor's Degrees

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### Faculty & Staff

**Morgan Harris**

Medio Systems Specialist

Dr. Jennifer Alexander

Associate Professor & Co-Director, Center for Nonprofit Organization Studies, public budgeting, nonprofit management

Dr. Diana Audi

Director, Center for Economic Development

Barbara Bonewald

Center Coordinator, Great Lakes Environmental Finance Center, Center for Public Management

Dr. Virginia D. Boman

Associate Professor, Land development, wetlands, historic preservation

Thomas E. Bier

Executive in Residence

Sharon A. Bliss

NODIS Information Coordinator

Dr. William M. Bowen

Professor & Ph.D. Program Director, Decision science and computer applications, economic development, energy policy

Dr. Jeffrey L. Brantley

Laird Chair of Urban Studies & Public Service Administration, non-profit sector studies and research

Thomas A. Cozzens

Director, Urban illegally Center

Ellen J. Cynn

Senior Program Manager, Analytical Services

Karen Louise Daniel

Project Assistant

Kirk Detlefsen

Executive in Residence, Center for Community Planning and Development

Jean Dukas

Academic Program Specialist

Greece-Dreto

Senior Lecturer, Executive in Residence

Dr. Dionne Dunn

Assistant Professor, Urban sociology, racial and social justice issues, and the criminal justice system

Dr. Joel A. Eney

Assistant Professor, Intersections of labor economics, urban economics and public policy

Cory L. Butler

Consulting Engineer, Technology Services

### Degrees Awarded

**Annually From The College of Urban Affairs**

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### LEVIN By the Numbers

- **Fall 2008 Enrollment**
  - Undergraduate: 258
  - Graduate: 357

- **Fall 2009 Enrollment**
  - Undergraduate: 291
  - Graduate: 328

### Supporting National Thought Leadership in Urban Policy and Public Management

- **Cleveland State University**
  - **Maxine Goodman Levin College of Urban Affairs**

- **Academic Advisor**
  - Charles E. Pratt
  - Project Manager

- **Clairbrene A. Bekey**
  - Assistant Director, Center for Nonprofit Organization Studies, public budgeting

- **Dr. Jennifer Alexander**
  - Associate Professor & Co-Director, Center for Nonprofit Organization Studies, public budgeting, nonprofit management

- **Dr. Virginia D. Boman**
  - Associate Professor, Land development, wetlands, historic preservation

- **Dr. William M. Bowen**
  - Professor & Ph.D. Program Director, Decision science and computer applications, economic development, energy policy

- **Dr. Jeffery L. Brantley**
  - Laird Chair of Urban Studies & Public Service Administration, non-profit sector studies and research

- **Thomas A. Cozzens**
  - Director, Urban illegally Center

- **Ellen J. Cynn**
  - Senior Program Manager, Analytical Services

- **Karen Louise Daniel**
  - Project Assistant

- **Kirk Detlefsen**
  - Executive in Residence, Center for Community Planning and Development

- **Jean Dukas**
  - Academic Program Specialist

- **Greece-Dreto**
  - Senior Lecturer, Executive in Residence

- **Dr. Dionne Dunn**
  - Assistant Professor, Urban sociology, racial and social justice issues, and the criminal justice system

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  - Assistant Professor, Intersections of labor economics, urban economics and public policy

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  - Consulting Engineer, Technology Services

- **Morgan Harris**
  - Medio Systems Specialist

- **Dr. Jennifer Alexander**
  - Associate Professor & Co-Director, Center for Nonprofit Organization Studies, public budgeting, nonprofit management

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  - Assistant Professor, Urban sociology, racial and social justice issues, and the criminal justice system

- **Dr. Joel A. Eney**
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ECONOMIC DEVELOPMENT QUARTERLY
Dr. Larry Ledebur serves as editor of the Economic Development Quarterly. This Sage publication, which was established in 1987, seeks to effectively bridge the gap between academics and practitioners while linking the various economic development communities. Growing community prosperity by creating and sustaining jobs is the goal of economic development. In an increasingly competitive global economy, this is a continuing challenge for communities. The Economic Development Quarterly provides the research and insight to help economic development practitioners meet this challenge. Its articles offer creative and practical explorations of some of today’s most challenging issues, incorporating the tools of public and private finance, politics, planning, micro- and macro-economics, engineering and real estate. Popular past articles have included Robbert Huggins and Hiro Izushi’s examination of “Regional Benchmarking in a Global Context: Knowledge, Competitiveness, and Economic Development” and Victoria Gordon’s look at “Perceptions of Regional Economic Development: Can Win-Lose Become Win-Win?” Both articles appeared in the November 1, 2009 issue.

NONPROFIT AND VOLUNTARY SECTOR QUARTERLY
In 2010, Dr. Jeffrey Brudney was named editor of the Nonprofit and Voluntary Sector Quarterly, an international, interdisciplinary journal providing cutting-edge research, discussion and analysis of the nonprofit sector’s impact on society. The NSVSQ is dedicated to furthering understanding of nonprofit organizations, philanthropy and volunteerism by examining the sector through the lens of multiple disciplines, including: arts and humanities, economics, health, history, law, management, political science, psychology, public administration, religious studies, social work, sociology and urban affairs.

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