

2010

Maxine Goodman Levin College of Urban Affairs Biennial Report: 2007-2009 Levin. Changing America's Cities...

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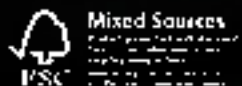


Maxine Goodman Levin College of Urban Affairs
2007-2009 BIENNIAL REPORT

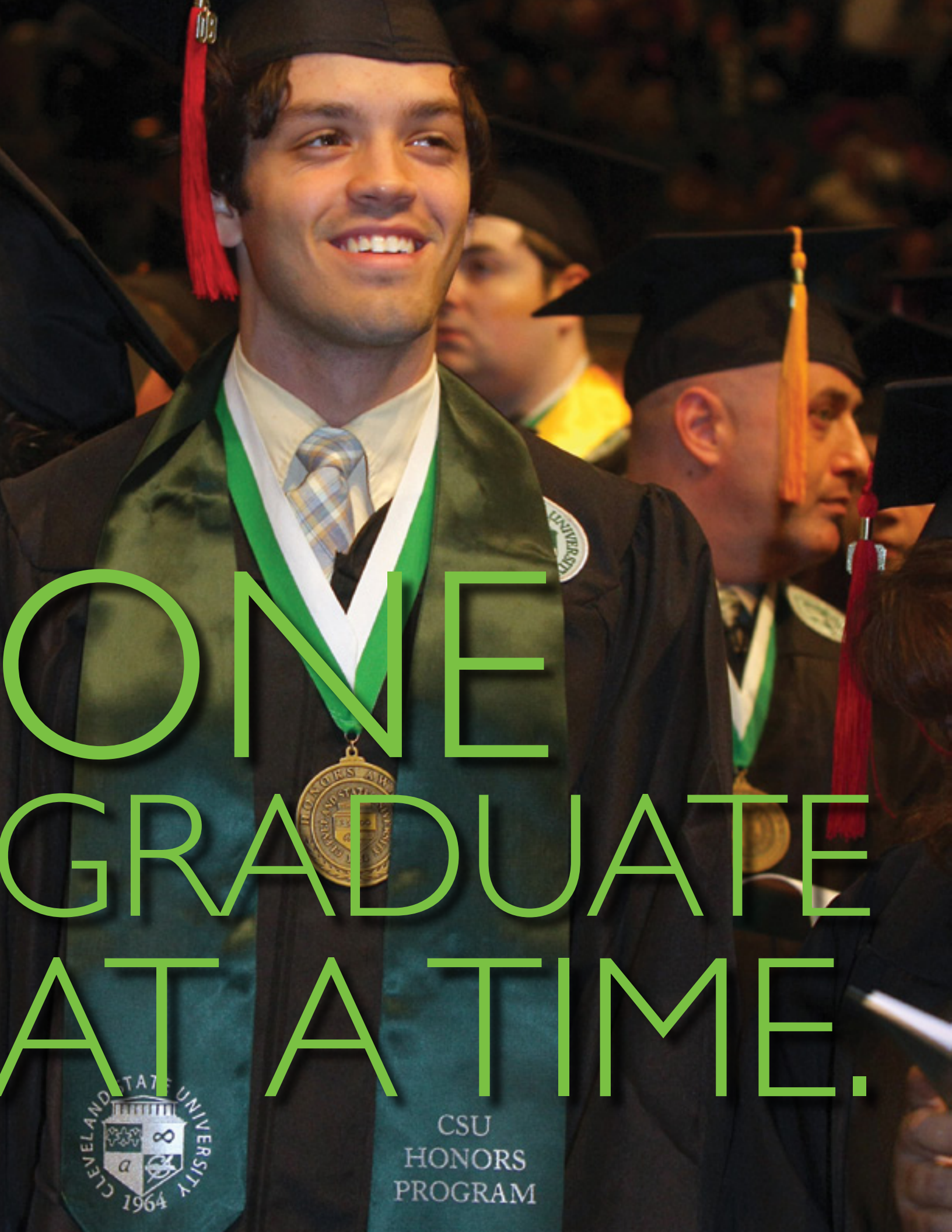
Levin. CHANGING AMERICA'S CITIES ...



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ONE GRADUATE AT A TIME.

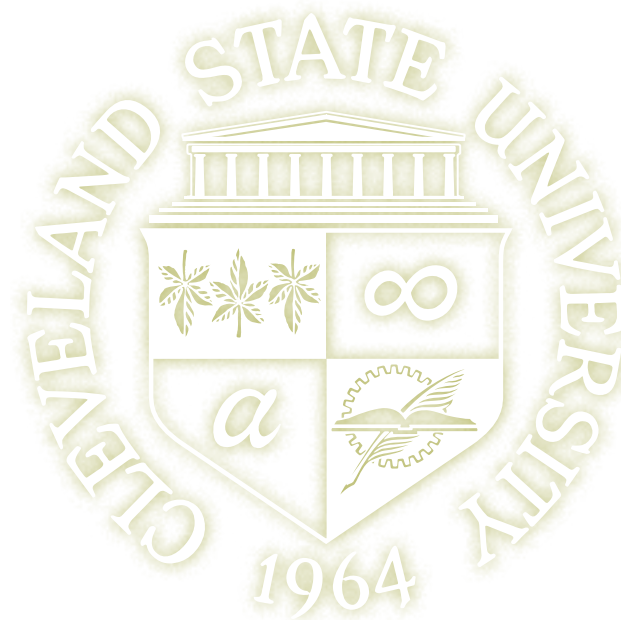


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LETTER FROM THE DEAN



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.

A handwritten signature in black ink that reads "Ned Hill".

Edward W. Hill (Ned), Ph. D.
Dean, Maxine Goodman Levin College of Urban Affairs
Cleveland State University



ABOUT THE LEVIN COLLEGE

"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 our 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.

2008 and 2009 were years of transition for the Levin College, yet it remains a vital and dynamic place. In June 2009, Edward W. (Ned) 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 Stivers, 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.***

MISSION

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.

VISION

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.

CORE VALUE STATEMENT

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.

PROMISES

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. CROWTHER, EXECUTIVE DIRECTOR, CLEVELAND RESTORATION SOCIETY

URBAN PUBLIC POLICY

CLEVELAND, like many of the nation's aging industrial centers, has struggled to retool 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

CITY MANAGEMENT as a field of practice is rapidly changing. The highly regarded academic and professional training programs and research efforts at 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 LEVIN COLLEGE IS
RANKED SECOND IN THE
GRADUATE SPECIALTY OF CITY
MANAGEMENT AND URBAN
POLICY IN *U.S. NEWS & WORLD
REPORT'S* 1998, 2002, 2005 AND
2008 EDITIONS OF "AMERICA'S
BEST GRADUATE SCHOOLS."**



SPOTLIGHT

LEADERSHIP DEVELOPMENT

The Center for Leadership Development is located in the Department of Urban Studies, and works closely with the academic faculty in the college to design and deliver highly effective leadership training programs for public and city managers from across the state of Ohio. The Center's professional development programs

fulfill the lifelong learning needs of both practicing and aspiring public leaders by enhancing their personal and organizational leadership skills. The Center's programs integrate theory, applied research, and innovative management models in order to advance the practice of city management. Core programs include the Leadership

Academy, Career Executive Service, the Cleveland Management Academy and the Public Management Academy. The Center also offers customized leadership development programs for government and nonprofit organizations.

SUSTAINABLE CITY MANAGEMENT

DR. NICHOLAS ZINGALE, assistant professor in the Urban Studies department, considers himself a “disruption” in the lives of his students. That’s how new ways of thinking and looking at the world happen, after all. “Minor disruptions” are necessary for change to occur – whether that change happens in the classroom or in the real world of managing cities and promoting sustainable practices.

“New learning only occurs through minor disturbances,” says Dr. Zingale, who joined the Levin College faculty in 2009. “We can send minor disturbances throughout a system, and that jolts people out of their existing way of seeing the world and opens up the opportunity for real change in thought, policies or practices.” In particular, Dr. Zingale focuses his research and teaching efforts on changing individual perceptions, organizational structures and management cultures to achieve greater sustainability.

His vision of sustainability is broad, encompassing a goal of “triple bottom line” gains in social, environmental and economic outcomes. “My main interest is sustainable city management,” he says. “How cities can organize themselves to drive sustainable change at the individual level that can be scaled up systemwide.”

In 2009, Dr. Zingale was the lead consultant, project manager and research associate contracted by the City of Akron to develop a Sustainability Plan, known as the Akron GreenPrint. This systemwide plan for change was built on seven guiding principles: reducing greenhouse gas emissions, improving waste management efficiency, promoting environmental literacy, making more environmentally and socially responsible purchasing choices, creatively pursuing funding sources for realizing long-term sustainability gains, nurturing green jobs

and encouraging smart growth in the region. The plan provided the foundation for Akron procuring \$2.4 million through an Energy and Efficiency Community Block Grant.

Dr. Zingale specializes in applying phenomenology – “an understanding that individuals have a felt sense of how they operate in the world that overrides all else” – to craft policies and procedures that better address societal issues, such as global terrorism, local pollution or national finances. Dr. Zingale received an Environmental Excellence Award in Education from the National Association of Environmental Professionals for an innovative three-year project, which concluded in 2007, targeted at reducing polychlorinated biphenyl (PCB) contamination in Vietnam. High levels of a painful rash associated with toxic PCB exposure were being seen in children living in farming regions surrounding electrical transformers owned and operated by the Vietnamese government. Dr. Zingale’s work, funded primarily by the U.S. Agency for International Development and the Asian Development Bank, persuaded the Vietnamese government to stop buying transformers made with PCBs. Dr. Zingale’s work toward improved environmental sustainability didn’t end at that. He and his team engaged individual workers for input on how to maintain and replace the PCB-containing transformers to reduce PCB contamination levels through the most cost-effective means.

These innovative gains reflect Dr. Zingale’s view that the “sweet spot” for sustainability occurs at the intersection of top-down and bottom-up change. But such potentially transformative change doesn’t come easily. “The problem is that before you get to change there is a middle, transitional area. That transitional area is an unknown. We feel groundless and off-balance.”



To move forward through that unknown phase, being able to resist 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 his role at the Levin College as nurturing transitional thinkers who are needed to envision and manage a sustainable City of Cleveland and Northeast Ohio, and who will shape and create transformative national policies and procedures.

“Sustainable thinking is different than traditional approaches to urban planning and economic development,” Dr. Zingale says. “We need transitional thinkers to lead us to a new place.”

THOUGHT LEADERSHIP: Dr. Zingale presented a session on “Phenomenology and Authenticity in Times of Terror” during the 2008 conference of the American Society for Public Administration (ASPA) and participated in a forum on “Change Management as Knowledge Management: Government, Business and the Creation of Knowledge-Based Policy” during the 2007 ASPA conference. Also in 2007, he spoke on “Disturbance, Coping and Innovation: A Phenomenology of Terror” during the International Conference of the Public Administration and Theoretical Network. He was the keynote speaker for the Public Administration and Urban Studies Douglas V. Shaw Memorial Lecture Series in 2007, exploring the components involved in “Creating Sustainable Communities: People, Planet, Prosperity and Policy.”



“Urban policy and city management are not theoretical disciplines. They’re applied disciplines.”

KEVIN O’BRIEN DIRECTOR, GLEFC & CENTER FOR PUBLIC MANAGEMENT, CSU

GREAT LAKES ENVIRONMENTAL FINANCE CENTER

In 2009, the Levin College’s Great Lakes Environmental Finance Center (GLEFC) and Executive Director Kevin O’Brien attracted a six-year, \$1.5 million grant from the U.S. Environmental Protection Agency (EPA), with the option of two additional years of funding.

One of only 10 such Centers nationwide, the GLEFC has served since 1995 as an effective, trusted resource for federal agencies, state and local governments, non-profit organizations, and for-profit businesses in Ohio, as well as in the five other states — Indiana, Illinois, Michigan, Wisconsin and Minnesota — making up the U.S. Environmental Protection Agency’s Region 5. As its overarching mission, the GLEFC helps Great Lakes states and communities develop innovative, cost-effective and quality financial and operational strategies for improving environmental and sustainable economic development. It provides technical assistance, training and research needed to solve financial problems related to the environment.

The GLEFC has proved to be a reliable partner for the EPA, providing timely applied research, technical assistance, and training on emerging issues and thought leadership in areas such as innovative environmental finance, reduction in transportation-related carbon emissions, land-banking strategy development, urban revitalization, lead abatement, and drinking water and waste water infrastructure financial health. The GLEFC convened a consortium of federal, state and local government and not-for-profit environmental training providers across the Lake Erie Basin to provide market-driven, concise and up-to-date information to local government officials and professionals on storm water regulations and requirements. The Northeast Ohio Storm Water Training Council coordinates training opportunities on storm water-related issues, with a focus on aspects of particular relevance to regulated entities along the Lake Erie Basin. Federal, state and local environmental training

providers participating on the Council include the U.S. EPA, the Ohio EPA, the Ohio Department of Natural Resources, the Northeast Ohio Areawide Coordinating Agency, soil and water conservation districts, regional sewer districts, watershed groups, boards of health and related professional associations.

The GLEFC partnered with the Environmental Finance Center of Boise State University to develop a Financial Dashboard to help municipalities get a clear picture of how their sewer and water systems are performing. The Dashboard can be used to develop a rate structure, budget expenses, monitor capital assets, predict water usage and gauge compliance.

The GLEFC is often asked to assist clients on multiple aspects of a program. In 2007-2008 the Center was asked to evaluate the progress of Clean Ohio, a program it had worked with earlier in 2000 when it helped define administrative goals and implementation rules. During the same two-year period, the GLEFC facilitated the strategic plan for the Urban Development Division of the Ohio Department of Development. The division, which is charged with promoting sustainable revitalization of Ohio’s urban areas, administers the Brownfield Revolving Loan Fund, the Clean Ohio Revitalization Fund, the Ohio Historic Preservation Tax Credit Program and the Ohio New Market Tax Credit Program.

“We’re seen from Columbus to Cleveland as the people who blend their knowledge of state and environmental policy with their experience in environmental finance,” says O’Brien, who serves as director of both the GLEFC and the Levin College’s Center for Public Management.

“The Levin College brings the experience of practitioners into the lives of students,” O’Brien says. “Students are exposed to theory and practice and get a great understanding of how the world works.” Much of the focus in higher education today is on hands-on learning

through internships and co-operative education programs. “We’ve been doing that for 30 years.” He estimates that, in his more than 22 years at the College, he has given more than 80 graduate assistants the opportunity to participate in projects from research design through field activities and policy evaluation. “They were able to see things outside of this college,” he says. “We are very project intensive, and we address the biggest issues of the day.”

THOUGHT LEADERSHIP: O’Brien partnered with Michael Curley, president of the International Center for Environmental Finance, to identify innovative financing strategies for leveraging state revolving loan funds, a principal source of funding for sewer and water treatment systems, for clean water. O’Brien also partnered with George Butcher, managing director of public finance for Goldman Sachs, to develop an EPA white paper recommending the expansion of the amortization period of bond financing to match the useful life of new wastewater infrastructure. By recommending extending the amortization period to 40 years instead of the traditional 20 years, the “Useful Life Financing” report has led to more productive use of capital financing and has freed up additional funds for other capital projects.

APPLIED RESEARCH: In 2008-2009, the GLEFC, in partnership with the International Center for Environmental Finance, conducted applied research to develop a sustainable program for financing the retrofitting of trucking fleets with carbon- and diesel-pollution-reducing SmartWay kits. These kits were developed by the U.S. EPA to identify products and services that reduce transportation-related emissions. Through its research, the GLEFC came up with a concept for the National Sustainable SmartWay Trust, a creative and innovative approach to environmental finance, to help the EPA meet its goal of cleaner, more fuel-efficient transportation.

CENTER FOR PUBLIC MANAGEMENT

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 consolidation study involving dispatch services in 14 municipalities noted above, Center staff provided guidance on ways to better structure Cuyahoga County government. At the state level, Center staff studied the potential impact of a 2008 proposal to mandate paid sick and family-care leave on the state’s economy. The analysis determined

that such legislation would cost the State of Ohio between \$103 million and \$420 million per year.

The Center for Public Management provides technical assistance, policy analysis, applied research, organizational and staff development, and training services to a broad clientele. Since its inception in 1982, the Center has served state and local governments, not-for-profit organizations, 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 base 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 measurements
 - Tax and revenue strategy formation
 - Organizational development
 - Economic development strategy

CENTER FOR PUBLIC MANAGEMENT RESEARCH & REPORTS

“Feasibility Study: Consolidated Dispatch Center for Police, Fire and EMS Services.” (December 2009). Prepared by Center for Public Management staff for the cities of Parma, Berea, Brecksville, Broadview Heights, Brooklyn, Brooklyn Heights, Brook Park, Garfield Heights, Independence, Middleburg Heights, North Royalton, Parma Heights, Seven Hills and Valley View.

“A Scan of Attributes in County Government Structure.” (October 24, 2008). Prepared by Center for Public Management staff for the Commission on Cuyahoga County Government Reform.

“An Analysis of the Feasibility of a Joint Economic Development District Between the City of Brunswick and Hinckley Township.” (June 2008). Prepared by Kevin O’Brien, Claudette Robey, Daila Shimek, Michael McGoun and Ryan Foster.

“Northeast Ohio Information Technology Workforce Report.” (December 2007). Research gathered by CSU’s Center for Public Management, Cypress Research Group, Lorain County Community College, NorTech and Team NEO. Sponsored by Cuyahoga County Workforce Investment Board, NorTech, Northeast Ohio Research Consortium of the Ohio Urban University Program and Team NEO.

ECONOMIC DEVELOPMENT

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 HUD study was overseen by the Penn Institute for Urban Research.

In 2008, Dean Hill teamed with George Washington University Professor Harold Wolman on "Understanding Economically Distressed Cities." The book chapter, which appeared in *Retooling for Growth: Building a 21st Century Economy in America's Older Industrial Areas*, grew out of research funded by the Fannie Mae Foundation and the Brookings Institution's Metropolitan Policy Program. Dean Hill is a member of the MacArthur Foundation's "Building Resilient Regions" network, which brings together an

interdisciplinary team of prominent scholars and practitioners to develop concepts, establish methodologies, conduct research and present findings on factors that represent threats to regions and factors that help build and sustain resilience. Through funding from the MacArthur Foundation, Dean Hill produced the May 2009 paper "Does a Mayor Make a Difference in a City's Economic Performance? The Case of Akron, Ohio."

In spring 2008, Dean Hill completed a two-year analysis of economic development opportunities for the automotive industry of Central Ohio. "Driving Ohio's Prosperity," which was funded by the regional economic development organization CompeteColumbus, presents strategies for growing the value of automotive and advanced manufacturing. Recommendations from the analysis are in the process of being applied statewide.

DR. LARRY LEDEBUR, professor of economic development and economic policy analysis at the Levin College, partnered with Jill Taylor, director of institutional research at the University of Colorado and previously a program manager with the Levin College's Center for Economic Development, to present Akron, Ohio, as "A Restoring Prosperity Case Study." Published by the Brookings Institution in 2008 as part of its Metropolitan Policy Program, the case study distilled one clear lesson in the economic rebound of the city that once claimed to be the nation's "rubber capital:" Innovative, sustained leadership is a critical catalyst for economic recovery.

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

DR. IRYNA LENDEL, CENTER FOR ECONOMIC DEVELOPMENT, CSU

SPOTLIGHT

ECONOMIC DEVELOPMENT

DR. IRYNA LENDEL, program manager in the Levin College's Center for Economic Development, followed up work on a National Science Foundation grant in 2008 with a global scholarly exchange. Dr. Lendel was selected in 2009 as one of 34 New Century Scholars, a Fulbright program designed to promote cooperation and collaboration among universities and scholars around the world.

Partnering with researchers at the Free University of Berlin, Germany, and the University of Utrecht in the Netherlands, Dr. Lendel has been exploring the role of universities as incubators of innovation. In particular, she trained her scholarly focus on the optics industry. Beyond the research, she hoped to determine the potential for further collaboration on examining disruptive moments

in the evolution of the optics industry, such as occurred with the commercialization of laser technology, and later conduct evolutionary research on the industry's development.

The two-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 crafted to enhance 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 statewide levels of 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 examine 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 Levin College is the source of much vital data and information that we use to promote economic development in Ohio.”

BRIAN T. IORIO, CITY OF EUCLID

CENTER FOR ECONOMIC DEVELOPMENT

For the past 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-Massillon and Youngstown-Warren-Boardman. These 42 variables, 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 how Northeast Ohio measures up against 136 other metropolitan areas. **DR. ZIONA AUSTRIAN**, director of the Center for Economic Development, leads the updates of the Dashboard 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 analysis, economic impact analysis, workforce development, tourism and urban development, strategies for regional economic growth and the role of urban 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 run a survey for Senator Sherrod Brown’s Office on Ohio counties’ 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 vitality. In 2009, the Levin Center for Economic Development received more than \$150,000 in funding from the U.S. Department of Commerce’s Economic Development Administration to support the program’s work in strengthening the Northeast Ohio economy. The Levin program has been a designated EDA University Center since 1985 and is one of only 53 such programs nationwide.

In addition to overseeing the Center, 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 payroll database to provide researchers with critical information for a clearer understanding of economic activity in the region.

CENTER FOR ECONOMIC DEVELOPMENT RESEARCH & REPORTS

“Commercialization of Hydrogen Fuel Cell Technology in North America: Pathways to Success in Northeast Ohio.” (December 2009). Prepared by E. Brandon Henneman, et al., the Center for Sustainable Business Practices of the Nance College of Business, and the Center for Economic Development of the Maxine Goodman Levin College of Urban Affairs.

“New Establishment Dynamics: Business Formation and Survival Trends in Ohio.” (December 2009). Prepared by Afia Yamoah, Ziona Austrian and Joel Elvery.

“Northeast Ohio Entrepreneurship Confidence Survey.” (Fall 2009, 2008, 2007). Prepared by Center staff with support from the U.S. Economic Development Administration.

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“Northeast Ohio Economic Brief.” (2009, 2008, 2007). Prepared by Center staff with support from the Ohio Urban University Program (UUP)) and its Northeast Ohio Research Consortium (NEORC), Cleveland State University’s Presidential Initiative for Economic Development, and the U.S. Economic Development Administration.

“JumpStart Inc.: Economic Impact and Contribution to Northeast Ohio.” (2009, 2008). Prepared by Ziona Austrian and Center staff for JumpStart Inc.

“Financial Intermediaries for Community and Economic Development in Ohio: Market Assessment.” (March 2009). Prepared by Ziona Austrian, Brian Mikelbank, Afia Yamoah, Charlie Post, Candice Clouse and David O. Kasdan for the Finance Fund.

“Northeast Ohio High-Tech Economy Report.” (February 2009). Prepared by Iryna Lendel and Ziona Austrian for NorTech.

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“The Role of Northeast Ohio Central Cities in the Regional Economy, 2000-2007.” (November 2008). Prepared by Ziona Austrian, Candice Clouse, Eric J. Mundy, Frank Akpadock, Thomas Finnerty, Jr. and John Bralich with funding and support from the Ohio Urban University Program.

“The Likely Impact of Mandated Paid Sick and Family-Care Leave on the Economy and Economic Development Prospects of the State of Ohio.” (September 2008). Prepared by the Levin College’s Urban Center for the non-profit group Ohioans to Protect Jobs.

“Patenting by Cleveland’s Inventors: Critical Areas and Knowledge Flows.” (May 2008). Prepared by Iryna Lendel and Songpyo Kim with funding from the Economic Development Administration of the U.S. Department of Commerce and Cleveland State University’s Presidential Initiative.

“Northeast Ohio Manufacturing Brief.” (2008, 2007). Prepared by Center staff with funding from the Manufacturing Advocacy and Growth Network (MAGNET) and the U.S. Economic Development Administration.

“Northwest Ohio Manufacturing Brief.” (May 2008). Prepared by Jill Taylor with funding from the Manufacturing Advocacy and Growth Network and the U.S. Economic Development Administration.

“Federal Economic Development Funding in Ohio: Survey Findings.” (February 2008). Prepared by Afia Yamoah in partnership with the Office of U.S. Senator Sherrod Brown and the Ohio Economic Development Association and with support from the U.S. Economic Development Administration.

“The High-Tech Sector in Northeast Ohio: 2007 Update.” (December 2007). Prepared by Ziona Austrian and Jill Taylor for NorTech.

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ADVANCED ENERGY RESEARCH

In 2009, CSU received grants from the Generation, Cleveland and Gund Foundations to launch a Center for Energy Policy (CEP). The University envisions the CEP as a catalyst for Northern Ohio’s development as a world leader in advanced energy research, manufacturing and commercial deployment. The program will enhance the Levin College’s efforts to provide leadership for the development of sustainable communities and next-generation economies in Northeast Ohio.

The CEP developed out of the work of Levin College Professor **WILLIAM BOWEN**, who has long been examining America’s need to change the way it generates and consumes energy. Sustainability is only one reason for revamping U.S. energy policies; national security is another.

Through his research, Dr. Bowen concluded that efforts to invest in advanced energy technologies nationwide were rarely accompanied by serious investigations into institutional and social impediments that stand in the way of such technologies being adopted.

At the same time, former CSU President Michael Schwartz was pondering how the adoption of advanced energy technologies and the transition to an 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. It plans to focus its research on the market opportunities, legal and business issues and

regulatory barriers to the adoption of offshore wind power generation in the Great Lakes and other advanced energy technologies.

Dr. Bowen, who received CSU’s Distinguished Faculty award for Service in 2009, directs the Levin College’s doctoral program. Since 2008, he 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.

“The College of Urban Affairs’ Environmental Studies Program helped me make sense of the world around me by helping to synthesize multiple disciplines. It also opened my mind and enabled me to think of other perspectives and agendas.”

CHERYL JANNETTE, '08, MASTER OF ARTS IN ENVIRONMENTAL STUDIES

ENVIRONMENTAL STUDIES: INTEGRATED KNOWLEDGE FOR PUBLIC DECISION MAKING

DR. SANDA KAUFMAN is Professor of Planning, Public Policy and Administration at the Levin College, where she directs the Master of Environmental Studies. She is infusing this program with sustainability concepts, policies and practices, and encouraging students to get involved in helping Northeast Ohio communities improve their quality of life through environmentally sustainable solutions. Her research spans: negotiations and intervention in environmental and other public conflicts; systems

resilience; decision analysis and risk communication; modeling complex systems; and program evaluation. She collaborates with colleagues from several countries and a variety of disciplines. She has conducted decision and negotiation training for students and professionals in the United States, France and Portugal. As a “pracademic” she has worked with community groups in Northeast Ohio, designing and facilitating their public meetings focused on environmental issues. Her interest in the practice of

public decision-making has led to one current cutting-edge collaborative research project. It focuses on identifying approaches to the evaluation of environmental public decision processes that can inform planning practice. Her decision-making research and practice have led to explorations of the pedagogy of collaborative decision processes. A current continent- and discipline-spanning project explores innovative approaches to the teaching of negotiated decisions.

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

JAYME LUCAS, CITY OF SHAKER HEIGHTS

URBAN PLANNING

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 train planning agency staff who 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 and protect 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.





SPOTLIGHT

URBAN PLANNING

Levin College students have the opportunity to learn from a nationally recognized urban thinker.

Professor **NORMAN KRUMHOLZ** came in No. 55 on a list of the top 100 urban thinkers, just below famed architect Frank Lloyd Wright. Planetizen, the online resource for news and commentary related to urban planning, design and development, ran a month-long poll in fall 2009, inviting readers to vote on the field's most influential leaders. Professor Krumholz, a leader in a school of thought that advocates for "equity planning," found himself among a lofty group, headed by urban theorist Jane Jacobs, who challenged U.S. urban renewal policies of the 1950s in *The Death and Life of Great American Cities*; architect Andres Duany, a founder of the Congress of New Urbanism; and Daniel Burnham, whose 1909 "Plan of Chicago" represented the first comprehensive plan for controlled growth of an American city.

In his teaching and writing, Professor Krumholz draws on the 10 years of experiences and insights he gained while serving as planning director for the City of Cleveland from 1969 to 1979, as well as his extensive work related to planning issues. He currently serves as a member of Cleveland's Planning Commission and is part of the Levin College team working with Case Western Reserve University to support the revitalization of East Cleveland. Professor Krumholz has written or co-authored five books, including *Making Equity Planning*

Work, which won the Associated Collegiate Schools of Planning's Book of the Year Award, and *Revitalizing Urban Neighborhoods*. The American Institute of Certified Planners (AICP) has deemed his Cleveland Policy Plan of 1974 a "Planning Landmark." He has served as president of both the AICP and the American Planning Association, the profession's two main professional organizations. His considerable contributions to his field have earned him countless awards and recognitions, including a Lifetime Achievement Award in Design from the Cleveland Arts Prize in 2007.

"I bring a different perspective on urban planning into the classroom," Professor Krumholz says. "That's really my unique contribution. Most planners work from the top down, serving mayors, council members or developers, acting mostly from the viewpoint of business. My focus always has been from the ground up."

His planning students have the opportunity to hear his personal and professional reflections on the case studies detailed in *Making Equity Planning Work*. "They all want to know how I would look at various planning projects that Cleveland has undertaken over the years." He is blunt with his assessments: He would have taken much of the tax dollars spent on sports facilities, the Rock and Roll Hall of Fame and the proposed Medical Mart and would have spent the money instead on education, which he sees as an undervalued aspect of economic development.

"There is no silver bullet" to solve the problems of urban centers.

THOUGHT LEADERSHIP: Professor Krumholz wrote the book on equity planning — quite literally. His award-winning *Making Equity Planning Work* is filled with case studies of issues he faced in serving as planning director for one of the nation's largest cities. "Equity planning looks at people who need help most and tries to serve them the most." As the nation faces the reality of dealing with its aging urban centers, his experiences and insight help prepare his students for the issues they will encounter. "The most important challenge to planning students, especially those who stay in the Midwest, is rethinking what were formerly grand manufacturing centers. How to rethink and replan land use in those jurisdictions yet still maintain a viable, attractive living environment for those left behind."

APPLIED LEARNING: "What I try to do is encourage critical thinking," says Professor Krumholz, who asked a recent class to assess whether the Euclid Corridor Transportation Project was worth the \$168 million price tag and years of construction. He suggested that his students ride the bus and talk to businesses, particularly those that ultimately closed because they could not survive the long-term disruption to their establishments, in order to get a balanced view of the project's merits and consequences.

"I like teaching very much. I like students very much. I like to interact with them. I've had a hand in molding some extraordinarily bright students and influencing them in their life's work. That's very satisfying."

NORMAN KRUMHOLZ, PROFESSOR OF PLANNING, CSU



SUSTAINABILITY PLANNING

DR. WENDY A. KELLOGG, associate dean of the Levin College of Urban Affairs, is helping to lead the way in making Cleveland State University the most sustainable, green and energy-efficient urban campus in the nation. Dr. Kellogg coordinates CSU's Campus Sustainability Coalition, which brings together senior administrators, faculty, staff and students to raise awareness of best practices and research. The coalition set aside Oct. 21, 2009, as CSU Sustainability Day to celebrate sustainability in higher education, providing education on global issues and nurturing knowledge exchange between the academic and business worlds. One of the highlights of the day was a rooftop garden party atop the recently completed environmentally friendly CSU Recreation Center. Erin Huber, a Levin College urban studies student, partnered with CSU classmate LeeAnn Westfall to raise the \$250,000 needed to make the 7,000-square-foot "green roof," featuring 15,000 live plants, a reality. The garden was a gift from CSU's 2009 and 2010 graduating classes.

Leadership of the University's sustainability efforts is one outgrowth of Dr. Kellogg's long-term involvement with

sustainability and planning. For more than a decade, she has been directly involved in the planning of Cleveland's EcoVillage, which began as a national demonstration that urban life could be both socially and ecologically sustainable. EcoVillage, a multifaceted neighborhood redevelopment project, has served as a training ground for builders, developers and housing advocates to learn what is economically feasible in green technology. The project has experimented with a range of housing affordability designed to entice back higher-income homeowners without displacing existing residents. The project also influenced the decision to retrofit a sustainable rapid transit station on Cleveland's West Side, as well as numerous community development projects throughout the city.

"Sustainability is not really one end point," says Dr. Kellogg. "It's a set of practices that is tied to place. We can't say we'll do what they did in Phoenix or Portland here. We have to be able to redevelop our economy in a way that enhances the ecological systems and neighborhoods, as well as the

business functions, that we have here."

Students in Dr. Kellogg's urban planning classes benefit from her long-term involvement with the EcoVillage. Dr. Kellogg says, "When we tour the EcoVillage, students instantly understand, 'This is what that meant.' They didn't just sit in class. They did something related to their studies in their community." Many of her students have returned to the neighborhood after completing her class to volunteer their time or conduct further research.

Following up on her role as a member of the Lake Erie Blue Ribbon Task Force on Balanced Growth, Dr. Kellogg served as a principal investigator in 2007 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 same two years, Dr. Kellogg also served as a principal investigator on a study related to planning capacity in small towns of Northern Ohio.

"What we're creating here are reflective practitioners. The University's location within the heart of an urban environment further enhances the connection between theory and practice. We're right here. You look out and there's the city."

DR. WENDY KELLOGG, PROFESSOR OF URBAN PLANNING AND ENVIRONMENTAL STUDIES

SPOTLIGHT

REAL ESTATE DEVELOPMENT

At the end of a week in mid-October 2008 that had witnessed the seizing up of credit markets and the near collapse of the U.S. financial market, students in Dr. Robert A. Simons' Development Process and Market Analysis class got help in making sense of the chaos. Dr. Simons had 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 sees his role as teaching private-sector strategies to people who plan to work in the public sector. "I want them to understand how the private sector thinks," he says. "I try to give them the hard financial tools and understanding they need so that they can advocate well for the communities they serve."

In late 2007, the Cuyahoga County Department of Development approached Dr. Simons about developing a strategy to enhance E-marketing of industrial real estate throughout the county. Dr. Simons led a team of students in examining 300 listed properties, developing community profiles, evaluating Realtor Web sites, meeting with community representatives and conducting training sessions. The project served 18 suburban communities and resulted in making Cuyahoga County sites significantly more visible to national search sites.

Dr. Simons has appeared as an expert witness in 60 cases involving the effect of contaminated land on property values. "Litigation has toughened me up," he says. "My goal is to bring that toughness into the classroom so that my students, who are planning to pursue jobs in economic development and community development, have the skills to assess developers' plans and the resoluteness to ensure that their communities benefit from development activities, not just businesses."

Author of more than 45 articles and book chapters on real estate, urban development, environmental damages, housing policy and brownfield redevelopment, Dr. Simons recently completed a book, due out in 2010, on *New Uses for Religious Buildings and Schools*. He served as lead editor 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 in 2005 spent six months at the University of the Witwatersrand in Johannesburg, South Africa, as a Fulbright Scholar, continues to research and write on real estate practices among indigenous people. He plans to explore the topic more broadly by looking at the role of tribes in the 21st century.



COMMUNITY PLANNING AND DEVELOPMENT

Years before the mortgage crisis began to make national headlines, researchers in the Levin College’s Housing and Research Policy Program were poring over mortgage data from the Cuyahoga County Recorder’s Office and noting suspicious lending patterns. As early as 2005, they were seeing sale prices for homes in the City of Cleveland that were as much as double the Cuyahoga County Auditor’s appraised values for the houses. Mortgages on these properties often were 90 percent or more of the superheated sales price.

DR. BRIAN MIKELBANK, associate professor, together with the affiliated faculty and staff in what is now the Levin College’s Center for Community Planning and Development began providing Cleveland and Cuyahoga County political leaders reports that tracked housing sales and flagged the troubling pockets of “negative equity,” particularly in Cleveland’s East Side neighborhoods. Throughout 2007, Levin College researchers were providing elected officials, city planners and advocacy groups with data and analysis on escalating flipping activities and foreclosure rates.

In 2008, Dr. Mikelbank, along with program staff Charlie Post, Ivan Maric and the College’s nationally recognized housing expert Tom Bier, produced a report that told the story of a bifurcated housing market in Cuyahoga County. “The Sky Isn’t Falling Everywhere” showed that Cuyahoga County’s housing market was actually two separate markets experiencing two separate fates: Sale prices for homes that were owner-occupied

were stable, even increasing slightly. However, in the superheated flipping and foreclosure market, prices were down – dramatically in many areas. The report highlighted that median sale price, which the College’s Housing and Research Policy arm had relied on for its 25 years of tracking and analyzing the regional housing market and which the national media trumpeted in near-daily stories on the mortgage crisis, no longer provided an accurate and useful picture of market realities. “It wasn’t really reflecting what was going on,” Dr. Mikelbank says. “In reality, prices for homes that were not in foreclosure were not plummeting – at least not until recently.” However, by 2008, some 80 percent of home sales in Cleveland and more than half of home sales in the Cuyahoga County suburbs 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, receive \$40 million in Neighborhood Stabilization Program funds. The federal 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 2006, CSU’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 outreach, education, counseling, legal assistance and

advocacy efforts.

This work is part of the newly formed Center for Community Planning and Development. Created 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, policy analysis, and urban planning and sustainable development services have included:

- Cuyahoga County
- Fund for Our Economic Future
- Jewish Community Federation of Cleveland
- United Way of Greater Cleveland
- Youngstown Chamber of Commerce
- Neighborhood Progress, Inc.
- Ohio Lake Erie Commission/Ohio Water Resources
- Council’s Best Land Use Practices Project

LEVIN COLLEGE FORUM

The Levin College Forum program is the College’s state-of-the-art civic education and engagement program. It links the University and the community in the dynamic exchange of ideas, expertise and knowledge on issues of importance to the future of Northeast Ohio communities and provides opportunities for students and faculty to extend classroom learning to real-world applications.

Known as the place “where the community gathers to discuss challenges, create opportunities, and celebrate accomplishments,” the Forum is a catalyst for thoughtful public debate, innovative thinking, new ideas, and timely action addressing critical issues that impact Northeast Ohio. The Forum continues to tackle a broad range of civic issues, including lakefront planning, regional economic

growth and development, affordable housing, immigration, education, the convention center, poverty, race and sustainable development. The work of the Forum is based on the premise that an informed and engaged citizenry is a valuable asset for the region’s future growth and prosperity.

In 2008 and 2009, the Forum organized and produced a series of eight public discussions aimed at “Building Our Future Beyond Foreclosure.” The sessions brought together political leaders, housing advocates, policy analysts and concerned citizens in an effort to generate top-down policy solutions and bottom-up program ideas to guide redevelopment efforts while promoting long-term sustainability. The goal of the series,

says Kathryn W. Hexter, director of the Levin College Forum and the Center for Community Planning and Development, was to tease out “the strategies and policies that we need to put into place so that we grow smarter in the future.”

Other topics covered by the Forum in 2009 ranged from heated discussions on Cuyahoga County government reform efforts to a dialogue on proposed federal “cap and trade” policies. Plans for the local infrastructure – from lakefront development to the Opportunity Corridor – were also explored, giving students, faculty and researchers an opportunity to engage with the community on many levels to begin to develop strategies to address these and other important issues.

“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. VARLEY, MANAGING DIRECTOR OF MIDWEST STATE & LOCAL AFFAIRS, DOMINION RESOURCES SERVICES INC.

LEVIN COLLEGE FORUM EVENTS

2009

- Bioneers Cleveland
- Governor Ted Strickland’s Signing of the Cuyahoga Land Bank Bill (S.B. 353)
- El Chocó, Columbia: Struggle for Cultural and Environmental Survival, Gallery Exhibit
- Building Our Future Beyond Foreclosure Series
- Setting the Stage, Beating the Odds
- Small Scale Strategies that Work
- Lessons from Ruhr Valley
- Feeding Cleveland Gallery Exhibit
- Creating a New Story: From Crisis to Opportunity (Alex Kotlowitz)
- Restoring Prosperity to Cleveland Mini-Summit
- Reweaving the Neighborhood Fabric at MOCA Cleveland
- Feeding Cleveland: Building a Sustainable Local Food System
- Reconsidering the American Dream (Alyssa Katz)
- The Cuyahoga County Land Bank
- Transforming Cleveland by Building a World-Class Waterfront — The Port
- First Annual Cho Lecture Series - Technology and Cities: Review and Prospects for the Future
- Emerging Black Political Leadership: Commemorating the Public Service Career of the Late Congresswoman Stephanie Tubbs Jones
- Dialogue on Cap and Trade
- Government Reform in Cuyahoga County
- Restoring Prosperity to Northeast Ohio, Mini-Summit
- Cuyahoga County Government Reform: What Does It Mean for Health and Social Services?
- Government Israel’s Entrepreneurial and Economic Development Outlook
- Civic Design and Inspired Infrastructure: Opportunity Corridor

2008

- The Medical Mart
- The Fiscal Wake-Up Tour
- Cleveland in Black and White, A Retrospective on the Shoreline, Gallery Exhibit
- Race, Politics and Cities: 40 Years After the Stokes Era
- Cohousing in Cleveland
- Surf’s Up: Can Northeast Ohio Catch the Sustainability Wave?
- From the Rust Belt to the Artist Belt
- Our Place in the Urban Age: 30th Anniversary Forum Series
- A Community Conversation with Mayor Frank G. Jackson and Chief Operating Officer Darnell Brown
- Maxed Out: Panel Discussion on “Good Credit vs. Bad Credit and How Do You Protect Yourself?”
- Governor Strickland’s Building Ohio Jobs Proposal
- Rebuilding New Orleans: Equity Planning and Social Justice in the 9th Ward
- Creating and Sustaining Communities of Choice: Greening Northeast Ohio’s Neighborhoods
- The State of African-American Leadership in the Cleveland Region

2007

- The Mind of Cleveland
- Envisioning Cleveland: An Exhibition of Photographs by Northeast Ohioans
- Ingenuity: Embracing the Creativity in Technology and the Technology in Creativity
- Creating and Sustaining Communities of Choice
- Building a Renewable Energy Economy
- Restoring Prosperity: A Strategy for Northeast Ohio
- Designing With the Environment: A Conversation with Steve Badanes, Architect
- Transfer of Development Rights: A Demonstration Study
- The Downtown Comeback: Myths and Realities
- A Perspective on the Future of Cities
- Transit-Oriented Development
- Community Capacity Building: Can Volunteerism Serve as an Engine of Positive Community Change and Development?
- Design District: A Progress Report
- A New Energy Future: Energy, Oil and National Security

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

PUBLIC ADMINISTRATION

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 Levin College advances leadership in public management by preparing students to assume the challenges of public service. The public sector has grown substantially over the past several decades, and the scope of government has expanded even more. The demarcation between the public and private sectors is blurred. Laws, regulations, tax policies, contracts, grants and loans require coordinated interaction and a new set of skills for students. The faculty work to prepare students to meet the demands of a rapidly changing environment.

The Levin College's highly ranked Master of Public Administration (MPA) program, which features a multidisciplinary curriculum incorporating courses from CSU's Political Science department, Nance College of Business Administration and Cleveland-Marshall College of Law, is designed to provide students with a solid foundation in general public administration and specialized skills in a few critical areas of expertise. These key areas are:

- Public and city management
- Nonprofit management
- Economic development
- Health-care administration
- Public safety and justice

Beyond its mission of providing excellence in public administration education, the MPA program is committed to developing leadership in public organizations, providing solutions to urban problems, enhancing understanding of public policy and management in a global and diverse society, and serving the region by extending intellectual resources and applying knowledge.

"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





SPOTLIGHT

PUBLIC ADMINISTRATION

DR. MICHAEL W. SPICER sees public administration as a political environment — and that’s just fine with him. “I think we have to embrace the politics.”

His is not a prevailing view. Over the years, labeling any system or process “political” has become a searing indictment. There have been efforts waged within the field to purge public administration of any hint of political influence. Yet, “an awful lot of political theory is implicit in public administration,” says 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, at the same time, there is a certain disdain of politics.”

In his most recent book, Dr. Spicer stands *In Defense of Politics in Public Administration*. He makes a case for what he sees as a widely misunderstood and

underappreciated 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 to do so in a way that is relatively peaceful. Politics help us sort out and balance our values in relative peace.”

“It’s important in administration to encourage the process of hearing different viewpoints, instead of shutting off debate” he says. Efforts to purge government administration of the “appearance” of politics may, in fact, have dangerous consequences in allowing civil servants to be “hijacked by political factions.”

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 affords 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.”



“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.”

DR. JENNIFER ALEXANDER, PROFESSOR, PUBLIC ADMINISTRATION, CSU

ALBERT A. LEVIN CHAIR OF URBAN STUDIES AND PUBLIC SERVICE

In 2007, **DR. JEFFREY BRUDNEY** was installed as the 14th Albert A. Levin Chair of Urban Studies and Public Service. While serving on the faculty at the University of Georgia, Dr. Brudney established himself as a prolific researcher in the areas of public administration, the nonprofit sector, and volunteerism, ranking among the most frequently published scholars in his field worldwide. Dr. Brudney has continued to be a thought leader in volunteerism and public administration since joining the Levin College faculty. In 2009, the seventh edition of *Applied Statistics for Public and Nonprofit Administration*, a textbook he co-authored, was released. That same year the second printing of *Emerging Areas of Volunteering*, a book he edited, was released. Since 2007, he has contributed to five 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 Voluntary Sector Quarterly*, the leading journal in its subject area.

Dr. Brudney’s research on volunteerism 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 professionals 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 Chair was unique nationwide in its effort to improve the urban environment by combining classroom teaching with direct public service. After 40 years, the Chair continues to embody the dynamic intersection of thought and action — or 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 O. Meeker, 1977-78
- Wolf Von Eckardt, 1978-79
- Sarah Short Austin, 1980-81
- Martin Rein, 1981-82
- Paul R. Porter, 1982-84
- Edgar Rose, 1982-84
- Wilbur Thompson, 1985-86
- Phillip L. Clay, 1987-88
- David Perry, 1989-90
- James Banovetz, 1991-93
- Robert J. Waste, 1994-95
- Camilla Stivers, 1996-2003
- Janet Kelly, 2003-05
- Jeffrey L. Brudney, 2007-present

NONPROFIT MANAGEMENT

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 looming leadership loss at Cleveland-area nonprofits and found a significant gap between the agencies’ 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 accountability have increased among funders and constituents. Despite the increase in the number of programs offered, Dr. Alexander noted that most of these 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 Levin’s MPA program. “But nonprofits really sit between the public sector and the private sector in governance. There are some very big operational differences.”

What better place to establish such a program,

Dr. Alexander reasoned, than Northeast Ohio? The region has a notable history and tradition of philanthropy, including a number of significant U.S. firsts: first modern community chest, first federation of nonprofits, one of the first settlement houses. In addition, one out of every nine workers in Northeast Ohio is employed in the nonprofit sector. “We have a very rich philanthropy community here and nonprofits are the backbone of philanthropy.”

Dr. Alexander’s presentation to the Ohio Regents was persuasive. In 2008, the Levin College began offering bachelor’s, graduate certificates and master’s programs in nonprofit administration. The academic program enhances 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 five years of operation, the Center served more than 200 nonprofit agencies, 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 Nonprofit program. Students know when they choose the Levin College that its scholars are helping to shape their fields.

Four members of the Levin College faculty — Dr. Alexander, Dr. Jeffrey Brudney, Dr. Camilla Stivers and Dr. Jessica Sowa — 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 1988, 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 and the New Public Service” was among 50 proposals selected out of more than 300 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 hold it in an area 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 policy.”

ANALYSIS TOOLS

& APPLIED DEMOGRAPHIC RESEARCH

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 Core Committee of GISCorps, which deploys 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*.



ACADEMIC PROGRAMS

UNDERGRADUATE PROGRAMS

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 influence 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 injustice 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 for 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 Nance College of Business Administration and the School of Communication.

MINOR PROGRAMS IN THE DEPARTMENT OF URBAN STUDIES

The Levin College offers minors in **URBAN STUDIES, SUSTAINABLE URBAN DEVELOPMENT, ENVIRONMENTAL STUDIES AND NONPROFIT ADMINISTRATION.**

5-YEAR BACHELOR OF ARTS + MASTER’S DEGREE PROGRAMS

The Levin College offers 5-Year BA+MPA fast-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 settings 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 policy, 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 Development of Chung-Ang University in Seoul, Korea, to offer 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 awarding a Doctor of Philosophy in Urban Studies and Public Affairs from Chung-Ang University in Seoul, Korea, and Cleveland State University’s Maxine Goodman Levin College of Urban Affairs was launched with an initial cohort of Chung-Ang students beginning in fall semester 2005.

GRADUATE CERTIFICATE PROGRAMS

GRADUATE CERTIFICATE IN URBAN GEOGRAPHIC INFORMATION SYSTEMS (GIS)

Offers 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. The program balances 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 MANAGEMENT

Helps practitioners address the challenges and opportunities facing cities,

such as budget cutbacks 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 gives participants the skills necessary to survive and succeed as effective and ethical leaders in local urban management.

GRADUATE CERTIFICATE IN NONPROFIT MANAGEMENT

Responds to the needs of the fastest-growing employment sector in today’s economy. Despite Cleveland’s rich and varied nonprofit community, few opportunities for specialized training in this multi-faceted role have been available in Northeast Ohio. This program is designed to empower nonprofit administrators with the skills necessary to

succeed. It is aimed at executive directors and other managers, as well as those with business or government management experience who are seeking a bridge to the nonprofit sector.

GRADUATE CERTIFICATE IN URBAN ECONOMIC DEVELOPMENT

Provides the skills and knowledge today’s urban leaders need to develop real-world strategies for overcoming a host of challenges, such as declining populations and aging real estate, that they face in their efforts to keep cities economically healthy. The program is designed for working professionals who seek to expand their knowledge of urban economic development issues, as well as graduate students enrolled in urban planning, design and development degree programs.

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 strengthen their knowledge and practice of urban real estate development and finance.

GRADUATE DEGREE PROGRAMS

MASTER OF PUBLIC ADMINISTRATION (MPA)

Works to advance intellectual and administrative 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 discover, construct, interpret 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 URBAN PLANNING, DESIGN AND DEVELOPMENT (MUPDD)

Prepares students for planning practice in a wide variety of organizational settings and professional pursuits. The curriculum combines an appreciation of planning as a profession, substantive studies regarding urban challenges and opportunities, and a set of analytical skills useful to planning practice. Together these prepare future planners with the theory, skills and practical experience needed to fairly and efficiently facilitate the

transformation and revitalization of cities and their regions toward sustainable places to live, work and play.

MASTER OF SCIENCE IN URBAN STUDIES (MSUS)

Offers advanced training in urban studies to recent graduates, in-service professionals and others wishing to pursue or advance careers in fields such as economic development, urban policy and community development. The program prepares individuals to assume leadership roles in organizations, to analyze urban systems, and to develop creative and effective strategies for urban revitalization. Special sections include economic development, law and public policy, community development and policy analysis.

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 enable them to “bridge the gap” between environmental scientists and public policy professionals. Developing human institutions, organizations and behaviors that restore and protect the environment requires careful study of both natural and human systems and their interdependence. This task is at the core of an environmental studies degree program. Core classes are taken

by students in three environmental master’s programs: environmental studies, environmental science and environmental engineering. The program is an interdisciplinary collaboration of the Levin College, the 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 core management functions and competencies, such as fundraising, financial management, human resource management, philanthropy, proposal writing, 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. The MNAL is an interdisciplinary collaboration of the Levin College of Urban Affairs, the College of Business and the School of Social Work, as well as other programs at Cleveland State University.

J.D./MASTER’S DUAL DEGREE PROGRAMS

Leads to a Juris Doctor from the Cleveland-Marshall College of Law and a master’s degree in one of three

areas: Environmental Studies, Public Administration, or Urban Planning, Design & Development. This accelerated program is designed to permit students to complete both degrees over a maximum of four years instead of the five years that would normally be required to complete the two degrees separately.

PH.D. PROGRAM IN URBAN STUDIES AND PUBLIC AFFAIRS

Seeks to graduate scholars who are prepared to research, teach and practice reflectively in positions related to urban studies and public affairs in universities and public policy organizations. Its graduates have 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 tailor a track to meet their intellectual interests.

DEGREES AWARDED

ANNUALLY FROM THE COLLEGE OF URBAN AFFAIRS

BACHELOR'S DEGREE	2007-08	2008-09
Environmental Studies	2	3
Nonprofit Administration		7
Public Safety Management	19	19
Urban Services Administration	14	11
Urban Studies	33	36
TOTAL	68	76
POST-BACHELOR'S CERTIFICATES	2007-08	2008-09
Geographic Information Systems	8	11
Local Urban Management Certificate	12	3
Nonprofit Management	1	0
Urban Economic Development	3	5
Urban Geographic Information Systems	4	2
Urban Real Estate Development & Finance	7	2
TOTAL	35	23
MASTER'S DEGREE	2007-08	2008-09
Environmental Studies	5	4
Environmental Studies and Law	0	1
Public Administration	48	47
Urban Planning and Design	25	36
Urban Planning and Law	1	2
Urban Studies	11	7
TOTAL	90	97
DOCTORAL DEGREE	2007-08	2008-09
Urban Studies	7	4
TOTAL DEGREES	2007-08	2008-09
Bachelor's	68	76
Post-Bachelor's Certificates	35	23
Master's	90	97
Doctoral	7	4
ALL	200	200

LEVIN BY THE NUMBERS

FALL 2008 ENROLLMENT

Undergraduate 258

Graduate & Doctorate 357

FALL 2009 ENROLLMENT

Undergraduate 291

Graduate & Doctorate 328

FACULTY & STAFF

Dr. Jennifer Alexander Associate Professor & Co-Director Center for Nonprofit Organization Ethics, public budgeting	Morgan Harris Media Systems Specialist	Dr. Sugie Lee Assistant Professor and Director, KEP Urban and regional planning, land-use, sprawl/smart growth, spatial analysis	Charles E. Post Project Manager
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Barbara Benevento Center Coordinator Great Lakes Environmental Finance Center Center for Public Management	Valerie I. Hicks Department Secretary	Priscilla A. Lewis Administrative Secretary	Dr. Mark J. Salling Director Northern Ohio Data Information System
Dr. Virginia O. Benson Associate Professor Land development, waterfronts, historic preservation	Dr. Edward W. Hill Professor and Dean Public policy, education reform, regional labor markets, economic development, banking	Dr. Helen Liggett Professor Urban theory, discourse analysis, visual culture and photography	Molly S. Schnoke Project Manager Center for Community Planning and Development, Levin College Forum
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Dr. William M. Bowen Professor & Ph.D. Program Director Decision science and computer applications, economic development, energy policy	Dr. Mittie Davis Jones Associate Professor Program evaluation, public policy analysis, urban politics, parent empowerment, children & families	Dr. Stuart C. Mendel Co-Director & Assistant Dean Center for Nonprofit Policy & Practice Nonprofit management	Rachel Grantz Singer Academic Advisor
Dr. Jeffrey L. Brudney Levin Chair of Urban Studies & Public Service Public administration, nonprofit sector studies and volunteerism	Dr. Sanda Kaufman Professor and Director Master of Environmental Studies Program Decision-making in conflict management, environmental policy	Dr. Nancy Meyer-Emerick Associate Professor Public administration, emergency management, organizational management	Dr. Michael W. Spicer Professor Tax compliance, public economies
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Kendra Louise Daniel Project Assistant	Dr. Wendy A. Kellogg Professor, Associate Dean & Department Chair Environmental planning and policy, sustainable development and urban planning	Sylvester Murray (ret.) Professor Urban administration, city management	Dr. Camilla Stivers (ret.) Professor and Distinguished Scholar Public administration theory, feminist theory, nonprofit management
Kirby Dale Executive in Residence Center for Community Planning and Development	Norman Krumholz Professor Equity planning and community development	Faith N. Noble Special Assistant to Director Budget & financial analysis	Michael J. Tevesz Professor, Special Assistant Cultural Partnerships
Joan Demko Academic Program Specialist	Dr. Larry C. Ledebur Professor Economic development, urban economics	Kevin O'Brien Director Great Lakes Environmental Finance Center, Center for Public Management	Andrew Thomas Executive in Residence Center for Energy Policy
Grace Drake Senator Executive in Residence	Dr. Christine Ledvinka-Rush Assistant Professor Public administration, human resources, administrative law	Olinda Paschal Administrative Secretary	Winifred Weizer Term Instructor
Dr. Ronnie Dunn Assistant Professor Urban sociology, racial and social justice, crime and the criminal justice system	Caryn L. Eucker Coordinator Technology Services	Lisa Pastor Development Associate	Dr. Michael Wells (ret.) Associate Professor Historic preservation, sacred landmarks
Dr. Joel A. Elvery Assistant Professor Intersections of labor economics, urban economics and public policy		Linda D. Pfaff Coordinator Cooperative Education and Career Services	Dr. Nicholas Zingale Assistant Professor Public management and sustainability, environmental studies, organizational theory and behavior



FACULTY & STAFF PUBLICATIONS

BOOKS

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