

Housing and Community Development Fellowship INTERIM REPORT



2013-2014

THE UNIVERSITY OF
MEMPHIS[®]

The School of Urban Affairs and Public Policy

HCD Fellowship Interim Report

2013-2014



February 26, 2014

During the 2013-2014 academic year, fourteen HCD Fellows from the Departments of Anthropology, City and Regional Planning, Public and Nonprofit Administration, and Social Work have not only worked diligently with their assigned community-based organizations, agencies, and local government but also have met weekly to learn from local social entrepreneurs about the many new initiatives occurring in Memphis. In turn the HCD Fellows have discussed how they can develop linkages to these initiatives and the larger initiatives in the City of Memphis.

June West, Executive Director of Memphis Heritage, has been a leading force in expanding our knowledge through working with Shelby County Schools teachers and students as well as neighborhood residents in identifying local cultural assets in their neighborhoods. Our HCD Fellows are working to expand our knowledge of heritage sites in the respective neighborhoods.

Chris Peterson, Executive Director for Grow Memphis, has led a major effort to work with the many diverse groups developing urban gardens in the many vacant properties littering our neighborhoods. Our HCD Fellows are now working with Chris to develop better linkages across the city of Memphis with best practices.

Kyle Wagenschutz, Bicycle/Pedestrian Coordinator for the City of Memphis, and graduate from our City and Regional Planning Program, discussed how his passion for bicycle travel led him to graduate school and the development of a capstone project on bike paths in Memphis. This graduate student project in turn led to his current position with the City of Memphis. The City of Memphis has gone from one of the least friendly to most friendly cities in the country for its 50 miles of bike paths while operating on a very limited budget. HCD Fellows are currently discussing how bike paths, and ultimately alternative modes of transportation, can be more effectively used in their neighborhoods.

Tim Bolding, Executive Director of United Housing, Inc., pioneered developing affordable housing in Memphis that emphasized buyer education. Now one of the biggest providers of affordable housing, United Housing, Inc. is now working closely Meritan to provide affordable and accessible housing for the unmet needs of people with disabilities. The United Housing, Inc. approach links housing to social services and other critical support systems. HCD Fellows are now discussing how this holistic approach can be applied in their work.

Leah Dawkins, Community Coordinator for the University of Memphis, is working closely with the University District CDC and neighborhood associations to revitalizing the Highland Strip with new tools such as micro-financing. HCD Fellows are seeing why and how innovation districts can lead to a major commercial and residential revitalization in Memphis.

These bright young minds are learning how to make a difference in the quality of life in Memphis through theory and praxis. The challenge before the HCD Fellows is linking these efforts together. Towards this end Marie Dennon, the graduate student coordinator for the HCD Fellows Program, has worked to develop base line maps on these innovative efforts that will be accessible to faculty, students and the wider community. She has also worked to improve our knowledge of community events, programs and debates through our revised blog, Memphis Urban Affairs Spotlight.

On April 21st the HCD Fellows will again have their Poster Session in 207 McCord at noon. Please come with the intention to share and give feedback to our HCD Fellows. They want to connect to you. I am strongly committed to the belief that these HCD Fellows will help make Memphis a great place to live, work and have fun.

Also if you are a community-based agency, community development corporation or nonprofit agency with a mission dedicated to community development in Memphis, please visit our web site and apply for an HCD Fellows next year. Similarly if you are a graduate student with a program focused on community development visit our web site and apply for an HCD Fellowship next year. Applications are due April 15, 2014.



Best,

Stanley C. Hyland

Stan Hyland

Head, School of Urban Affairs and Public Policy

Professor of Anthropology



SUAPP GARDEN 2013



PROGRAM INTRODUCTION AND OVERVIEW

The Housing and Community Development (HCD) Research Fellowship was initiated several years ago by the senior administrators in the City of Memphis' Department of Housing and Community Development, and faculty in the School of Urban Affairs and Public Policy (SUAPP). The purpose of the program is to encourage professional students to engage in community based research, public policy, program development, project management, and program evaluation efforts in the field of economic and community development. Funded by the Department of Housing and Community Development, the program was initially established to enhance the outcomes of professional education in public administration, city planning, social work, criminal justice studies and applied anthropology to increase the number of graduates choosing to join community organizations within the Memphis region upon graduation.

What is Community Development?

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

Program Goals

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

List of Current & Former Partner Agencies

Advance Memphis
 Behavioral Health Initiatives, Inc.
 Binghampton Development Corporation
 Center for Transforming Communities
 City of Memphis Department of HCD
 City of Memphis Chief Administrative Office
 Community Development Corporation
 Community Development Council
 Cooper-Young CDC
 Council of Greater Memphis
 Frayser CDC
 Gestalt Community Schools
 Goodwill Community Services
 GrowMemphis
 Habitat for Humanity
 Keep Tennessee Beautiful
 Lead Hazard Control Program
 Livable Memphis
 Memphis Area legal Services
 Memphis Center for Independent Living
 Memphis City Schools
 Memphis Landmarks Commission
 Mayor's Innovation Delivery Team
 Office of Planning and Development
 Pigeon Roost Development Corporation
 Promise Development Corporation
 Saint Patrick's Learning Center
 Saint Peter's Manor
 Theatre Memphis
 The Works, Inc.
 University Neighborhood Development Corporation
 United Housing, Inc.
 Vance Choice Neighborhood

STUDENT PLACEMENT

Students are placed at nonprofit organizations, community development corporations, and public agencies (city, county, state, and federal) that are working on initiatives that fit into our working description of community development and, link to the priority areas/neighborhoods of the Memphis Division of Housing and Community Development.

FELLOWSHIP LENGTH

Students accepted into the fellowship program will participate in the program throughout the length of their professional degree program (typically two years) provided they receive positive evaluations from their internship and related coursework performance. While a student may stay at a participating placement agency for more than one semester, the program encourages them to be engaged in a different mix of professional activities each semester to maximize the professional development outcomes of the program.

STUDENT COMPENSATION

All students will receive a tuition and fee waiver from the University of Memphis Graduate School. In addition, they will receive a stipend for the 20 hours of work each week. Students will also receive academic credit for the weekly seminar course.

FUNDING

The Housing and Community Development Research Fellowship is jointly funded by the City of Memphis Department of Housing and Community Development and the Graduate School at the University of Memphis.

PROGRAM MANAGEMENT

In collaboration with Stan Hyland, Head of the School of Urban Affairs and Public Policy, the Chairs/Directors (or their representatives) of the graduate programs in the Division of Public Administration and Nonprofit Management, the Division of City and Regional Planning, the Department of Social Work, the Department of Criminology and Criminal Justice, and the Department of Anthropology serve as the point of overall decision making on student recruitment and acceptance into the program, making placement with agencies, serving as liaisons with the Graduate School, and raising funds to expand the program. Individual faculty members are assigned direct mentoring and supervision of each student.

ADVISORY BOARD

Advisory Board Members meet twice a year to review and comment on the program's overall structure, course syllabi, and to assist with unique placement requests, and include:

- Emily Trenholm, Greater Memphis Community Development Council
- Eric Robertson, Community LIFT
- Mairi Albertson, City of Memphis Department of Housing and Community Development
- Thomas Pacello, Mayor's Innovation Delivery Team

2012-2013 PROGRAM SPECIFICS

Fall 2013 Semester Overview

Description and Objectives

The weekly seminars are intended to focus on student integration of theoretical, classroom-based learning and applied, practice-based learning. Focused topic areas and speakers are supplemented by weekly round table discussions, and individual presentations given by the fellows to share their experiences in an engaged and supportive learning environment. The Urban Spotlight Blog was expanded this semester and offered Fellows an outlet to share their experiences with the University community and stakeholders in the community engaged in community development. This forum has also increased the ability to compile and share information about community events and volunteer opportunities in Memphis and Shelby County related to community development.

Coursework Objectives

- Introduce students to the critical environmental, economic, and social problems confronting the region's most economically challenged neighborhoods.
- Expose students to innovative policies, programs, and practices that address the structural causes of uneven patterns of development, and persistent and concentrated poverty.
- Facilitate service learning, volunteerism, and applied research projects to promote innovative policy solutions to critical issues confronting the region's most distressed communities.
- Use reflective strategies to improve professional practice and connect to emerging organizational challenges and policy issues.

Required Assignments

Program Orientation: Students are introduced to the fundamental theories, methods, practices, and issues related to experiential education, the use of a learning contract as a lifelong learning tool, and the structure of the University of Memphis HCD Fellowship Program.

Professional Fellowship: Each student will devote twenty hours each week (16 weeks per semester) to professional activities at participating agencies working under the supervision of accomplished urban affairs professionals.

Weekly Reflective Seminar: Participating students are required to enroll in a one credit Planning Internship Seminar (PLAN 7890) to learn what other students are doing in their work, compare creative problem solving ideas, discuss collaborative efforts that can be made in their work, and assist in integrating the learning outcomes.

2013-14

Neighborhood Priority Areas

SOUTH MEMPHIS

FRAYSER

BINGHAMPTON

UNIVERSITY
DISTRICT

Fellows

Gene Burse

Kellie Cole

Amy Collier
(Green Fee Intern)

Josh Conley

Stacy Elliott

Anna Gattuso

Austin Johnson

Kate Kananura

Kenny Latta

Courtney McNeal

Evan Morrison

Bridgette OgunMokun

Ian Preston

Nadia Shah

April Steele

Carol Ann Walker

2013-14

Partner Agencies**Community LIFT****Promise Development Corporation****(TIGUrS Green Fee)****Memphis Landmarks Commission****Memphis Area Legal Services****United Housing, Inc.****Frayser CDC****City of Memphis CAO****University Neighborhood
Development Corporation****Community Development Council****The Works, Inc.****Theatre Memphis****Center for Transforming
Communities****Pigeon Roost Development
Corporation****(Strengthening Communities
Initiative)**

Learning Contract: Students, agency supervisors, and faculty mentors will identify learning objectives, core knowledge and competencies, as well as placement activities and evaluation criteria for the agency placement experience. The contract will be negotiated each semester. The student, agency supervisor, and faculty mentor must approve the contract. The Learning Contract will be used to monitor and evaluate student progress throughout the fellowship.

Field Journal/Blog: Students will submit the field journal to faculty mentors and agency supervisors prior to each site visit and as appropriate. Notations, reflective thoughts, questions, and feelings about the placement learning experience should be made several times a week with your observations. The field journal should capture:

- What the Fellow is doing
- What the Fellow is learning
- How it connects to coursework
- Questions and concerns

Community Asset Map: Fellows identify the communities in which they are engaged with during the internship. This information is being used to create an asset map in GIS of the impact of the Fellows work in the HCD program.

Collaboration Report: Students find a peer-reviewed case study or journal article that focuses on collaboration between agencies, or communities and agencies. The findings are compiled into an annotated bibliography for students to use an academic and professional resource.

Site Visits: The faculty advisor will visit each student twice during the semester, at the 3rd and 12th weeks of placement. During the visits, the faculty advisor will meet with the student and the agency supervisor to discuss any issues that are affecting the quality of the fellowship experience.

Public Issues Forums, Public Board Meetings, and/or Professional Workshops: Each student must attend at least two of the above and write a reflective journal entry that includes details about the event, issue, participants, and potential for future engagement.

Reflective Essay: Students will write a 2-3 page reflective essay describing and evaluating the progress they have made towards achieving goals and objectives. In this essay, students also have the chance to evaluate the overall program and placement experience.

Student Evaluation: Each student will be evaluated by their agency supervisor and faculty mentor based on the fieldwork, journals, assignments, and reflective essays to determine the progress made during the fellowship based upon the learning contract.



Student Responsibilities

- Contact placement agency supervisor to arrange the work schedule
 - Research placement agency before the first day
 - Participate in weekly seminar PLAN 7890
 - Set weekly meeting time with agency supervisor
 - Submit monthly timesheets
 - Keep field journal
 - Develop logic model
- Facilitate site visits during 3rd and 12th weeks
 - Meet with faculty mentor as needed
- Present project during spring semester

<u>FALL 2013</u>	<u>COURSE SCHEDULE</u>	<u>SPRING 2014</u>
Aug 26 HCD Orientation Lunch		Jan 27 Re-Inventing Neighborhoods through Innovation Districts
Sept 2 <i>No Session: Labor Day</i>		Feb 3 Poster Session Guidelines
Sept 9 The Engaged Metropolitan University		Feb 10 Fellows Logic Model Presentations
Sept 16 The Engaged Student		Feb 17 Fellows Logic Model Presentations
Sept 23 Service Learning and Engaged Scholarship At U of M and in University District Leah Dawkins UNDC Community Re-Development Liaison		Feb 24 Organizations Role in Community Development Eric Robertson Community LIFT
Sep 30 Critical Issues in Memphis and Mid-South		Mar 3 Fellows Logic Model Presentations
Oct 7 Bicycle/Pedestrian Initiatives Kyle Wagenschutz Bike/Ped Coordinator, City of Memphis		Mar 10 <i>No Session: Spring Break</i>
Oct 21 Heritage Initiatives June West, Memphis Heritage		Mar 17 Fellows Logic Model Presentations
Oct 28 Community Gardening Initiatives Chris Peterson GrowMemphis		Mar 24 Mayor's Innovation Delivery Team Doug McGowen
Nov 4 Housing Initiatives Tim Bolding, United Housing, Inc.		Mar 31 Innovation District Presentations
Nov 11 Collaboration Report		Apr 7 Innovation District Presentations
Nov 18 Class at R.P. Track's		Apr 14 Innovation District Presentations
Nov 25 Reflection and Evaluation		Apr 21 HCD Poster Session
		Apr 28 Class at Carita's Reflection and Evaluation



School of Urban Affairs and Public Policy

HCD Fellows Reports

2013—2014

In the following section, reports from each of the current 2013-2014 HCD Research Fellows, and the Green Fees intern, are presented for review.





Gene Burse

GRADUATE PROGRAM:	City and Regional Planning
GRADUATION:	May, 2015
EDUCATION:	B.S., Architectural Studies
	Southern Illinois University Carbondale
HCD PLACEMENT:	Community LIFT
SUPERVISORS:	Eric Robertson
FACULTY MENTOR:	Charlie Santo

This past semester has been a great experience for me in the Housing and Community Development (HCD) Fellowship program. It has been a pleasure to participate in various projects during my placement with Community LIFT (Leveraging Investments For Transformation) Corporation. Community LIFT currently operates in the pilot neighborhoods of Upper South Memphis, Greater Binghamton and Frayser. LIFT's mission is to revitalize neighborhoods through strategic investments in the areas of human capacity-building and economic and community development that result in sustainable, thriving communities.

Some of the projects I have had the honor of being involved with include a Mid-South Regional Greenprint planning award for the development of a Frayser Town Center and Transportation Hub, continued capacity building of the Frayser Neighborhood Council (a collection of Frayser community leaders), and the Building Neighborhood Capacity Program (BNCP- a federal grant dealing with neighborhood revitalization).

Each project has provided opportunities for me to gain and demonstrate various skills including graphic design, public speaking, community organizing and social media marketing. The HCD Fellowship program has also allowed me to perform first hand research regarding community development from the perspectives of a non-profit organization and of people at the grassroots level.

Much of my HCD placement with LIFT has been concentrated in the community of Frayser working closely with the Frayser Neighborhood Council (FNC) and discovering best practices for redeveloping distressed neighborhoods. The HCD Fellowship program has allowed me the opportunity to connect my on-the-job experience at LIFT with my City and Regional Planning program capstone project, which focuses on redeveloping distressed neighborhoods that have a physical environment of low density. I look forward to contributing quality research in the realm of community development in my remaining year as a HCD Fellow.



Stacy Elliott

GRADUATE PROGRAM:	Social Work
EXPECTED GRADUATION:	May, 2014
EDUCATION:	B.S.W. Lipscomb University
HCD PLACEMENT:	Memphis Area Legal Services and Memphis Fair Housing Center
SUPERVISORS:	Fawn L. Pettet, Sapna Raj, Rita Gibson
FACULTY MENTOR:	Steve Soifer

In this first semester of my field placement I have had opportunities to coordinate initial research and analysis of fair housing issues by working with the Memphis Fair Housing Center, and City of Memphis Department of Housing and Community Development, as well as Community Development Block Grant funding recipients and other area organizations. I am very thankful for the assistance and direction I receive from my project managers, social work supervisor, and faculty advisor, who have all been tremendously helpful during the process of defining research objectives to guide the development of my research parameters and goals. Although my first year in the HCD Fellowship program provided valuable experiences learning about Housing-First initiatives and some context for fair housing issues in Memphis, coming into this school year I still had very little familiarity with fair housing laws, policies, and challenges. Initial phases of my research with the Memphis Fair Housing Center primarily consisted of reviewing fair housing literature, laws, and policies and taking part in workshops and webinars to learn more about the impacts and challenges of fair housing policy at the federal, regional, and local levels. Preliminary research also included reviewing local housing market studies, bank lending studies, socioeconomic maps of area census tracts, and other data pertinent to fair housing research. Early research also included a review of community economic development trends in the United States from the Civil Rights movement to present day.

Currently, I am coordinating and conducting qualitative research interviews to learn more about fair housing issues in Memphis from the insights and experiences of organizations who are providing shelter, housing or rental assistance services in our communities. These organizations represent many of the sub-grantees of the City of Memphis' Community Development Block Grant Funding. Through these on-site interviews with executive directors and housing directors at community agencies, my project manager and I are able to gain a better understanding of the diverse perceptions on the barriers to affirmatively furthering fair housing in Memphis, and in many instances are able to connect interviewees with the Memphis Fair Housing Center's services or make connections for collaborative partnerships with other area agencies. By interning at a legal services office, I have also had the opportunity to follow housing cases by shadowing a fair housing attorney on occasion to better comprehend the complexities, difficulties and realities faced by individuals and families regarding tenant-landlord, foreclosure, and rental-housing laws.

I also feel that I have been fortunate with how many of my social work and city planning courses this semester, including Community Economic Development, Seminar in Urban Design, and Social Work with Mental Health and Disabilities, have been especially relevant to fair housing issues and topics.



Anna Gattuso

GRADUATE PROGRAM: Applied Anthropology
EXPECTED GRADUATION: May, 2014
EDUCATION: B.A., Anthropology
 University of Memphis
HCD PLACEMENT: United Housing, Inc.
SUPERVISORS: Amy Schaftlein, Tim Bolding
FACULTY MENTOR: Stan Hyland

This semester, my experiences at United Housing, Inc. (UHI) increased my understanding of how innovation and collaboration contribute to nonprofit-led community development. In addition, I worked on an impact measurement study which taught me about data collection, study implementation, data analysis, and volunteer management. My work this fall allowed me to participate in partnerships across disciplines and with other agencies, as well as with community members.

The NeighborWorks America Community Impact Measurement

The semester taught me that, with the ascendancy of data-driven methods, nonprofit funders increasingly require organizations to report not just on production numbers, but also on impact data. Our team encountered these new expectations when we implemented an impact measurement study for UHI funder NeighborWorks America. After collecting the data, our analysis will assist the residents (of the neighborhood where we gathered it) in using the data to strengthen their neighborhood.

Our experience with this research built a foundation for my understanding that program managers can benefit by incorporating performance management into their day-to-day operations. The impact measurement also taught me what it is like fulfilling a nationally-designed study in a particular place (in our case, the Scenic Hills Neighborhood in Raleigh, Memphis). Finally, the study yielded experience in managing and recruiting volunteer data collectors.

The NeighborScape Demonstration Garden Project

On this project, I helped form a multi-disciplinary team to design an action plan for the NeighborScape Demonstration Garden (NeighborScape). We view NeighborScape as an add-on to one of UHI's core services, Homebuyer Education (HBE), which prepares potential homeowners through teaching the ins and outs of financial literacy necessary for buying a home. The demonstration garden represents an additional resource for HBE participants, providing a curriculum based on landscaping with native plants, and building and maintaining vegetable gardens. The goal of the garden is based on the ideas of green affordable housing, which state that homeowners can save money through sustainable practices. In designing this project, our team reached out to collaborate with a University of Memphis Department of Architecture faculty member. In addition to necessitating partnership with other fields, the development of a garden action plan provided opportunity to examine permaculture viewpoints and green affordable housing best practices, which links this project to United Housing's Eco-BUILD certified Wolf River Bluffs housing development. The next step will be to develop our research into a grant proposal in January, which will provide substantial grant writing experience.

Community-Written Loch Nevin Dam Maintenance Plan

This semester, our team has worked to help facilitate communication between civil engineering faculty and students from University of Memphis Herff College of Engineering, and the community members of the Scenic Hills Planning Committee. Working on a team at UHI, we were able to assist the Committee in formalizing the inclusion of a new community member as a leader in the planning process. Our work in Scenic Hills has given me the opportunity to apply the neighborhood-led community development techniques I learned in the classroom out in the community, and our progress as a team has helped strengthen my skills in working with neighborhood stakeholders.

**Ian Preston**

GRADUATE PROGRAM:	City and Regional Planning
EXPECTED GRADUATION:	May, 2015
EDUCATION:	B.A., Environmental Studies Rhodes College
HCD PLACEMENT:	Center for Transforming Communities
SUPERVISORS:	Amy Moritz
FACULTY MENTOR:	Susan Roakes

The Housing and Community Development (HCD) Program, faculty mentors, and site supervisors have been a blessing for my career as a City and Regional Planning student. The impact that HCD Fellows have in the neighborhoods they work is paramount, and I am honored to be a part of that positive change and growth in the Memphis area.

In addition to hosting Asset-Based Community Development (ABCD) workshops, where we help congregations in lower-income neighborhoods utilize the assets and gifts of their communities and members, the Center for Transforming Communities (CTC) is working to put together a project on a much larger scale. The Community Connectors Program, which will deploy three “connectors,” or neighborhood leaders with a special passion for the community to which they are appointed, in three of our Shalom Zones in an effort to help residents fight poverty, empower youth, and reduce crime through sustainable practices of ABCD in their communities. The South Memphis Shalom Zone, The Corners of Highland Heights Shalom Zone, and Making It Happen Shalom Zone in Southeast Memphis are expected to each receive a connector to help them strengthen their neighborhoods. This semester I wrote grants to the Assisi Foundation, the Plough Foundation, the Hyde Foundation, and others to secure funding for the project to begin this spring 2014.

Next semester I will be hard at work consulting with CTC staff members and board directors on a regular basis to evaluate the progress of the Community Connector Program and the individuals that we deploy to each Shalom Zone. The goal is for these three neighborhoods to become completely self-sufficient by the time the Connectors leave in three years. Hopefully by that time, neighborhood residents will have the desire to implement their own programs, hold regular meetings, and utilize their existing assets to facilitate future growth. This is the type of sustainable change that CTC hopes to inspire. Along with Rhodes College interns and the Crossroads to Freedom Program, we will also be putting together a fundraising team to raise funds for two neighborhood oral history projects in South Memphis and Highland Heights. With the help of online fundraising platform, ioby, CTC and Communities of Shalom will join numerous other Memphis efforts and projects seeking funds to implement change at the neighborhood level.

I am fortunate to continue my enrollment in the HCD Program and to help Center for Transforming Communities fulfill its goals.



Evan Morrison

GRADUATE PROGRAM:	City and Regional Planning
EXPECTED GRADUATION:	May, 2015
EDUCATION:	B.A., Political Science, International Studies, Economics; B.S., Mathematics University of Memphis
HCD PLACEMENT:	The Works, Inc.
SUPERVISORS:	Curtis Thomas
FACULTY MENTOR:	Ken Reardon

My internship at The Works, Inc. has been a challenging, and positive experience. When I first began, Curtis, my field supervisor, pulled me aside and we discussed the issues that matter most to me. After that conversation, we found that being engaged with the community was one the most important aspects I want to experience, and so he assigned me to the new greenway project. The project requires community input and he felt that it would be a great opportunity to be involved with. The first challenge was that I was completely ignorant of greenways and how the community could interact in their creation, or even how to begin the process of gaining community input. So, my first few weeks were spent researching relevant information like “what is a green way?”, “why greenways beneficial?”, best practices in community engagement of greenway startups, and much more.

After I had built up a decent working knowledge, the next challenge was to take the knowledge I had just gained and create a PowerPoint that could be presented to the community which serve as the kick start to the engagement process. Having never presented to a community before, and as only recently learning about the topic, I began seeking any form of help I could. I started with past presentations from other organizations and agencies that addressed the same issue, and fortunately there were plenty to learn from. I also decided, with the suggestion of my academic supervisor, that I would try and create a map that gave a visual idea of where greenways would be and assets it could provide access too. This mini project helped me integrate and learn many concepts and skills necessary for the classes I was taking. It also led me to seek out the others that were more experienced in map making. I reached out to Jonathan Spencer, a classmate and an intern in the Memphis and Shelby County Office of Sustainability, and through him I was connected to John Zeanah, the Program Manager, and was given the latest information on the Green Print initiative, the role the South Memphis greenway holds, and other valuable resources around the proposed greenway like community gardens. All this aided my understanding of the project, the maps I created, and helped improve the quality to the presentation. After finishing the maps and the presentation, perhaps the biggest challenge began, and that is the long wait until January when the project begins.

During all of that, there were many other side tasks that were interesting like the South Memphis Farmer’s Market meetings that I got to attend every week. Another event was the South Memphis 5k +/- 1 Mile Run Walk I got to volunteer to help facilitate. Perhaps the insightful task was when I got an opportunity to represent The Works at one of the United Way events, where organizations like The Works go and showcase their impact in the communities they serve to potential funders. It was there I meet many other organizations doing work for their communities and made several connections. I also served as a connector seeking collaboration between the Planning Student Organization here on campus and The Works, recruiting volunteers when needed.

**Austin Johnson**

GRADUATE PROGRAM:	City and Regional Planning
EXPECTED GRADUATION:	May, 2014
EDUCATION:	B.A., Spanish, International Studies East Tennessee State
HCD PLACEMENT:	Frayser CDC
SUPERVISORS:	Steve Lockwood
FACULTY MENTOR:	Charlie Santo

The first half of my second year as an intern at the Frayser CDC, I have continued to build my own knowledge about issues facing the community, in the hope that I can produce. I have focused on blight remediation, housing investment and organizational capacity. I continue to identify, track, and attempt to mitigate environmental issues within the neighborhood, primarily houses that are burnt or not properly secured.

I have also continued the design the implementation of a database software package for the CDC. This database, centrally located on the organization's server to be highly accessible for staff members, contains all parcels located in Frayser, with detailed information from the Shelby County Assessor regarding ownership, structural, and financial information. I also held a staff training session on the software, with individual breakout training sessions ongoing as needed. With ongoing use and a culture of data maintenance, the database will become a powerful organizational tool to increase capacity and efficiency for the CDC.

Additionally, I have been welcomed as an observing member of the housing subcommittee of the Frayser Neighborhood Council, a nascent community-built representational body formed out of the Building Neighborhood Capacity Program Grant. This has been an amazing opportunity to witness members of the Frayser community come together in a newly created space dedicated to the reproduction of knowledge about housing issues facing the neighborhood. I have been able to provide some background quantitative information for this process. I compiled a report of the current status of multi-family housing in Frayser, including occupancy rates, pricing information, and blight and/or back taxes information. I also pulled residential and business vacancy rate information for 2006-2013 from HUD via the USPS to help the subcommittee have background knowledge about the community.

During my final semester at the Frayser CDC, I will quickly author the report on the CDC's impacts on the Grandview neighborhood. I will also serve as the point person for maintaining and updating the organization's housing database system, increasingly identifying key staff members to take over after the conclusion of my internship. During my employment at the CDC, I have gained an interest in the processes behind the funding and acquisition of housing through the organization. I want to take the final few months to better understand these processes, and how organizations like the CDC interact with the city, THDA, and HUD, as well as financial transparency and legitimacy through things like budgets and bidding processes.



Kate Kananura

GRADUATE PROGRAM: Public and Nonprofit Administration
EXPECTED GRADUATION: May, 2014
EDUCATION: B.S., Organizational Leadership and Management
 Union University
HCD PLACEMENT: City of Memphis, CAO
SUPERVISORS: Maura Sullivan
FACULTY MENTOR: Sharon Wrobel

My goal of becoming an effective public administrator could not have been better served than this semester's placement at the Mayor's office, City of Memphis. My objectives for the semester included; (1) understanding the framework of public organizations and learning how to articulate and apply a public service perspective; (2) understanding the role of research in project implementation; (3) learning how public policies and programs are developed and; (4) learning how to communicate and collaborate with a diverse work force and citizenry.

The first semester presented me with opportunities to work on two main projects and other assignments:

The Urban Land Institute Fellowship Project

The Urban Land Institute (ULI) works with cities to develop effective and sustainable solutions for their land use challenges. ULI is currently providing the City of Memphis with expertise and guidance on creating an innovation district around the areas of Downtown, the Edge and the Medical district. The City will utilize partnerships between higher institutions of learning, private organizations, and business institutions existing in the focal area, to fuel job growth and redevelopment. My roles for the project's first phase were to; (1) provide research support in establishing demographic data, infrastructure developments and community assets in the focal area; (2) assist in developing reports for ULI workshops and; (3) assist in preparation for weekly meetings with various stakeholders. This work enabled me to have a better understanding of the city's various land uses, zoning; assets and the public transit system. For comparison purposes, I was also able to research and learn more about other cities' land use opportunities, challenges and how they have been overcome.

Updating a budget presentation report

This document is used by the mayor's office to make presentations to various citizen audiences and visitors about the city's government structure, its various administrative divisions, their roles, and budgets that support these services. I liaised with each of the city's twelve administrative divisions to update a report on their services and budgets for financial year 2013.

I also assisted in researching rental housing ordinances of various cities, to find out how land lords are being held accountable for keeping their properties healthy and safe. I am hoping my report will be beneficial to Memphis city authorities as they develop more effective housing ordinances that will make our city a better place to live in.

All in all the semester has been a rewarding experience with most of my learning objectives significantly met. I hope next semester will equip me with enhanced competencies in identifying other community problems and construction of viable solutions, plus attaining knowledge of public policy analysis and program evaluation.



Kenny Latta

GRADUATE PROGRAM:	Applied Anthropology
EXPECTED GRADUATION:	May, 2014
EDUCATION:	B.A., Religion and Philosophy Christian Brothers University
GREEN FEES PLACEMENT:	UNDC
SUPERVISORS:	Leah Dawkins
FACULTY MENTOR:	Keri Brondo

During my fellowship with the University Neighborhoods Development Corporation (UNDC) this semester, I have worked on several initiatives. When my fellowship began, the UNDC was in the midst of a campaign to prevent McDonald's from building a suburban-style restaurant at the southeast corner of Highland St. and Southern Ave. In the spring of 2013, McDonald's had placed the property under contingent contract and applied to city government for a planned development permit. Through months of negotiations between McDonald's and the UNDC, it had become clear that McDonald's had no intention of building its restaurant in compliance with the University District Overlay (UDO), a set of design requirements meant to ensure new development contributed to the urban, pedestrian character of the Highland area.

My role in this campaign was to assist the UNDC in organizing University District stakeholders to voice their support for the UDO and their opposition to the McDonald's development. This included encouraging residents and students to write letters to City Council members, attend Land Use Control Board and City Council hearings, and sign a petition urging City Council to vote against the McDonald's application. I enlisted the help of students from City and Regional Planning and Anthropology to canvas the seven University District neighborhoods to distribute information about the UDO and the McDonald's development, and to ask residents to write letters and sign the petition. I also made sure the petition circulated through online social media, and it eventually became the subject of a September 20 *Commercial Appeal* article ("U of M, neighbors battle McDonalds"). By the time the McDonald's application came before City Council on October 15, over 600 neighborhood residents, business owners, and University of Memphis students and staff had signed the petition and written letters to city leaders expressing their concerns about the proposed McDonald's development.

Faced with such opposition, McDonald's asked City Council for time to develop a new site plan. When the new plan became public, however, the UNDC quickly realized that McDonald's had done very little to bring their development into compliance with the UDO. Thankfully, the Office of Planning and Development also recognized this and recommended that City Council reject the revised plan. As a result, on November 14 McDonald's withdrew its application altogether.

My participation in this campaign taught me valuable lessons about community development in Memphis. First, I learned about the mechanics of land use regulation and zoning in Memphis, the process of planned development permitting, and the history of the UDO and the Unified Development Code. Additionally, I learned about the process of generating grassroots support by combining old outreach strategies (door-to-door canvassing) with new ones (social media).

In addition to the McDonald's campaign, I spent the semester researching various community development strategies and thinking about their applicability in the University District. On the economic side, this included researching microfinance for small business development and the history and legal structure of Business Improvement Districts (BIDs) in Memphis and around the country. On the community side, this included researching community spaces and the possibility of creating collective assets such as a tool-lending library or a shared commercial kitchen space. Each of these research efforts became a report that UNDC leadership can use in future decision-making.



Kellie Cole

GRADUATE PROGRAM:	Social Work
EXPECTED GRADUATION:	May, 2014
EDUCATION:	B.S.W. Union University
HCD PLACEMENT:	Promise Development Corporation
SUPERVISORS:	Chere' Bradshaw
FACULTY MENTOR:	Susan Neely-Barnes

My experience as an HCD fellow has been one of the most rewarding experiences of my life. I have gained such a large amount of knowledge and skills that I will know I will draw upon for many years to come. I have gained countless insights from the HCD class, been able to make many contributions to several agencies, and look forward to the opportunity for further learning experiences next semester.

Each week guest speakers brought new and exciting information about the city and community development that I was eager to take to my agency. The lecture on mapping was particularly helpful because, as a MSW student, I have little experience in that arena, but plan to start mapping key assets around the neighborhood where my agency serves next semester. I have also gained so many skills through working with Behavioral Health Initiatives (BHI) and am grateful for the chance to contribute. BHI is currently part of a collaborative project entitled the Memphis Strong Family Initiative (MSFI), which is a Housing First intervention targeting homeless families. Other MSFI partners include Promise Development Corporation (PDC) and the University of Tennessee Health Science Center (UTHSC). PDC owns the properties where the families are moving into and UTHSC is completing research on the intervention. The bulk of my work this semester has been with these two agencies, as my role was designed to work with PDC, but I also requested to work with UTHSC to gain research experience.

Having a foot in both doors has proved to be very useful for the intervention as I have been able to negotiate several quality control issues, outline housing eligibility criteria, and help describe many of the intervention and service terms to the research team from a social worker's perspective. In a sense, I became a liaison between the housing piece and the research piece with contributing knowledge on the service side of the intervention (Another agency is actually implementing the services as a part of MSFI) I have prepared needed eligibility documentations using sources from the Department of Housing and Urban Development because the housing and research side of the intervention both had gaps in their eligibility documentation. I helped negotiate many small issues that arose in collaborative interventions, since my role as *intern* did not have as much at stake as my co-workers did. I used the *intern* role to my leverage, gained unique insights, and helped incite change. Finally, I was able to direct my research in my classes to services that were relevant to my internship, which was extremely valuable and helpful. I became an "expert" on Housing First interventions, and I plan to use my extensive knowledge on wraparound services next semester.

This semester I also began work on a policy and procedure manual for North Memphis CDC and helped streamline many different areas in their satellite office in which I am located. At UTHSC, I contributed to their federal grant requirements to produce and disseminate research, by producing my own research abstract and submitting it to the Housing First Partners Conference coming up this Spring in Chicago. Next semester, I hope to continue working with UTHSC on my research learning objective. I also plan to accomplish other learning objectives such as developing a consumer satisfaction instrument for residents of MSFI and assisting residents in the development of a tenant's organization through PDC that will aid in facilitating growth and ownership among the residents.

My time so far in this fellowship has been valuable for many reasons. Not least because I have had the opportunity to work with and learn from many wonderful people who are working diligently to make Memphis a better place today and for generations to come.



Bridgette OgunMokun

GRADUATE PROGRAM:	Social Work
EXPECTED GRADUATION:	May, 2014
EDUCATION:	B.S.W. Bowie State University
HCD PLACEMENT:	Theatre Memphis
SUPERVISORS:	Leslie Barker
FACULTY MENTOR:	Susan Elswick

My internship at Theatre Memphis in the Education and Outreach department works with children in an afterschool program two days out of the week at Caritas Village. Caritas Village is a community center located in the Binghamton neighborhood. The children in the program attend the neighborhood schools at either De La Salle or Brewster Elementary School. One of our primary focuses in working with the children is their understanding of their role in their community. We utilize the arts and plan activities that aid them in understanding themselves as individuals and how they can benefit their community at large. So far, we have been able to establish a sense of unity in the program and continue to showcase that the program is beneficial for the children that attend as they often state that attending is viewed as a positive from home. I have started putting together a curriculum to be utilized within the program that supports the work we do with evidence based practices as well as for grant opportunities.

So far I have been able to implement several of my learning objectives. Policy continues to be a key component to the success or failure of programs at the community level. My placement has played a part in driving community revitalization by partnering with Caritas Village to provide this afterschool program. Caritas Village is a safe haven for the community and the children. Most of the children come from families where English is a 2nd language and may be in need of extra assistance. While we do not provide therapy to children or families, often the children will discuss issues that may give insight to their recent change of behavior or lack of attendance in the program. Understanding where they are developmentally has also helped us in structuring activities for them as we ask for their input and incorporate their ideas into the program. There was no data on the effectiveness of this afterschool program which is why I felt the need to obtain research which is being used to develop the curriculum. The evidence based interventions that I have researched have shown effectiveness with various populations as they are culturally competent. I believe that the research gathered will not only show the effectiveness of afterschool programs, and also the benefit of incorporating the arts into the development of children.

My overall experience as an HCD fellow has been challenging and rewarding. I was a bit nervous entering the program even though I am in my second year in the MSW program and have had experience in the field at the Master's level. I was nervous because I have noticed that when I am in settings that are not primarily social work based, my observations can appear too person focused. Though my focus in the social work area is mezzo focused (group) and macro focused (community), the primary thought is that social workers only work as therapists. Due to this, I have often heard that my profession hinders rather than helps individuals and is a hindrance to community development, which is completely false. I believe that it is often forgotten that people are born with different opportunities, and lending a helping hand to those in need is not an act of charity but an act of justice that everyone should practice. In order to help re-develop the communities that the students reside in or are a part of, understanding of the person-in-environment is crucial as good ideas will fall on unresponsive ears if other needs are more pressing. Skills and experiences I hope to gain next semester are continued leadership and development, continued collaboration, meeting with more community members and working with more children in additional areas with the arts.

**April Steele**

GRADUATE PROGRAM:	Applied Anthropology
EXPECTED GRADUATION:	May, 2014
EDUCATION:	B.A., Sociology University of Memphis
HCD PLACEMENT:	United Housing, Inc.
SUPERVISORS:	Tim Bolding, Amy Schaftlein
FACULTY MENTOR:	Stan Hyland, Leigh Hersey

In my first semester as an HCD intern I have already come away with a number of extremely valuable learning experiences. The level of respect and freedom we are given in our placement with these organizations is crucial in terms of applying what we learn in the classroom to real-world projects. By allowing me to develop my own learning objectives, my agency supervisors have given me the opportunity to work on projects that are specifically in line with my studies as a graduate student of applied anthropology. In turn, these activities have given me valuable insights into how applied anthropologists carry out work in the field of community development, specifically within nonprofit organizations.

Out of my original learning objectives for the HCD internship, two projects emerged as priorities—the first being an ongoing impact assessment in one of UHI’s target neighborhoods, Scenic Hills. For this project, I helped collect surveys of neighborhood residents’ perceptions of their community. Through the administration of these surveys and the preliminary analysis of the results, I have had the opportunity to see how survey methodologies play out in real-world reporting scenarios. Using theories and tools developed in my Research Methods and Data Analysis courses, I have been able to think critically about the impact assessment, helping me to understand how best to administer and analyze the survey. I have also learned that the expectations of data analysis processes are very different in an agency setting than they are in the classroom.

The second project to which I devoted a significant amount of time was the development of a proposal for an educational demonstration garden at UHI. This project came out of my desire to gain experience in grant writing, but has since led to a number of other unexpected learning outcomes. For example, I have found that the process of creating, finding funding for, and implementing new programs within a nonprofit organization takes significant time and resources. My background in anthropology has also given me the ability to look critically at how this project might play out and to understand what needs the garden must address in order to become a true community asset.

By far the most valuable experience I have had as an HCD fellow has been the ability to see how practitioners of applied anthropology carry out the work of their organizations on a day-to-day basis. Having an agency supervisor and executive director who are both alumni of the same anthropology program gives me a unique look into my future as a practitioner in the field of community development. Although anthropology is not discussed in every conversation I have with my supervisors, it is implicit in the ways in which UHI carries out its mission, and it is extremely exciting to see how the community-building theories I have learned in school are being used daily to improve the lives of people in the Memphis region. I feel extremely fortunate for the work experience the HCD internship has given me, and believe that even after one semester, I am much better prepared for a future career in the community development field.

**Nadia Shah**

GRADUATE PROGRAM: City and Regional Planning
EXPECTED GRADUATION: Fall, 2013
EDUCATION: Bachelors of Architecture
National College of Art, Lahore, Pakistan
HCD PLACEMENT: Pigeon Roost Development Corp.
SUPERVISORS: Stoy G. Bailey
FACULTY MENTOR: Charlie Santo

My internship at Pigeon Roost Development Corporation, allowed me to facilitate a Transit-based redevelopment plan along Lamar Avenue in Memphis, as an HCD fellow. The idea behind the plan is to generate a redevelopment process in the marginalized minority neighborhoods along Lamar corridor by connecting them to the downtown in the west and to the airport in the east through an efficient bus service, also called a bus rapid transit (BRT).

I collected data for the seven neighborhoods picked by Pigeon Roost. This data not only creates the historical snap shot of the neighborhoods but also paints a picture of changes overtime in their previous and current demographic profile. My scope of work for the last semester involved: collecting data, understanding, representing and comparing the demographics of these different neighborhoods through data and also, understanding the social and environmental dimensions of these communities.

The second phase of my internship involved community outreach that meant presenting the conceptual plan of the proposed Transit Oriented Development to different stakeholders like the neighborhood groups and residents, the other CDCs and organizations involved. My involvement in this project led me to take it up as my capstone topic in the last semester of my graduate studies at the planning department. I focused my research on answering the question of how this Bus Rapid Transit can serve as a tool in combating poverty in areas along the route.

All my capstone research will go into the plan that reflects the suggestive strategy for the corridor, identifying positive alternatives to produce desirable outcomes.

My overall experience as an HCD intern at Pigeon Roost has been a positive one. My involvement in this project introduced me to a number of groups and organizations in Memphis who are working toward community development, each presenting a unique perspective. HCD served as a platform for me where I was able to get the real life work experience and was able to apply all the skills that I was learning in the courses of my graduate studies.

The weekly meetings with the other fellow interns helped us exchange information about our respective projects and work placements. I think this kind of dialogue among different interest groups was very crucial for our professional growth. This exchange of information also allowed us to support each other's objectives wherever possible.



Courtney McNeal

GRADUATE PROGRAM:	Public and Nonprofit Administration
EXPECTED GRADUATION:	May, 2015
EDUCATION:	Bachelors of Professional Studies University of Memphis
HCD PLACEMENT:	Community Development Council
SUPERVISORS:	Emily Trenholm
FACULTY MENTOR:	Leigh Hersey

Working with the Community Development Council of Greater Memphis has been very enlightening. Being an intern has allowed me the opportunity to become knowledgeable about neighborhood revitalization and sustainability. In addition, I am now familiar with the other CDC's and organizations within our network, which assists me in understanding the importance of collaboration.

Interning with the CD Council is the perfect avenue to strengthen and develop skills in certain areas of interest to me, such as volunteer coordinating/management. The objectives in my Learning Contract included: assist in setting up a volunteer program, including researching best practices, developing volunteer materials (application, guidelines, etc.), recruiting volunteers, and setting up the volunteer database. As of now, I have completed all of the mentioned duties for developing a volunteer program. This is a field that I am passionate about, so I thought it would be beneficial to extend my research and practices in several ways. I have attended a nonprofit webinar hosted by Bank of America in regards to valuing volunteers, which also presented useful information. Furthermore, I met with a volunteer services coordinator from St. Jude Children's Research Hospital. I wanted to step outside of the small nonprofit organization and see how larger private institutions may operate their volunteer programs for comparing and contrasting purposes, which also offered a better means of understanding. Viewing volunteer programs from different perspectives has been very enlightening. I believe my volunteer experience with the CD Council is beneficial being that our organization will be over next year's MemFix event, which I hope to be a volunteer coordinator for. This experience has put me one step closer to accomplishing goals that will be beneficial for career purposes.

Another contractual goal that was met included: Assist with MemFix events designed to temporarily transform two inner city neighborhoods. Activities will include: managing volunteers, outreach, and other event activities. Although I came aboard rather late due to the placement starting in September, I thoroughly enjoyed learning about this amazing event and how it caters to the city of Memphis' neighborhoods. In addition, I was able to attend weekly planning meetings for the event, which gave me plenty of insight on the importance of planning. I am grateful that I had the opportunity to sit in on these meetings as well as volunteer at the event, being that CD Council will be over next year's event. Being involved with MemFix allowed me to see the need of essential skills such as: effective communication, decision making, and leadership. These are all skills that are discussed in public administration courses as well. I was able to take theory and analyze it through practice. Being able to establish a relationship with what is being said in the classroom to practices at the CD Council has enabled me to perform very well inside of the classroom as well as at my internship.

The HCD Research Fellowship Program is a great way to understand various aspects of community development and service-learning. The planning course offers valuable information and resources that can be used at every level in order to become highly engaged and motivated practitioners. I am still in the process of learning about the different aspects of neighborhood revitalization and sustainability. However, I feel as if I have learned so much this already, which makes this experience rewarding and exciting. I plan to continue to take full advantage of this fine opportunity in order to reach academic success and accomplish any goals that will put me closer to a career in community development.

**Josh Conley**

GRADUATE PROGRAM: City and Regional Planning
EXPECTED GRADUATION: May, 2015
EDUCATION: B.A., History
Middle Tennessee State University
HCD PLACEMENT: Memphis Landmarks Commission
SUPERVISORS: Nancy Jane Baker
FACULTY MENTOR: Antonio Raciti

My premier semester with the Memphis Landmarks Commission (MLC) was the beginning of what is to be a number of great projects. At the onset, Dr. Antonio Raciti, Ms. Nancy Jane Baker, and myself sat down to identify a series of learning and productivity objectives that I should strive for through the semester which extend beyond the everyday duties such as staff recommendations for commission meetings. These projects largely fall onto the course of an extended timeline and it is exciting to be so involved with them from the very beginning. It is this long-range nature of my projects that makes me most enthusiastic to return to the MLC next semester.

Given Dr. Raciti's involvement with The Main to Multi-Modal Connector Project and its relevance to the Mid-South Regional Greenprint planning process, I was charged with considering the prospect of narrative bikeways throughout the region highlighting the story and history of Memphis through its historic places. This process began by connecting our protected historic districts and important historic sites to their original development and the streetcar lines. I created a map using GIS, which allowed these original electric streetcar lines (using the 1913 Memphis Street Railway Co. map) a document which can be utilized in the future for a myriad of projects. I then began a research phase to increase destinations and narratives throughout the city focusing more on the social aspects (Civil Rights Marches, music locations, etc.) This process granted me the opportunity to explore the many existing cultural institutions that Memphis offers in an effort to minimize the amount of new research needed and to also create a sense of cohesion between the potential bikeways and the established cultural centers that are already telling their story from a less mobile position. The next phase of this project will introduce the idea of socially historic places and how they, without the luxury of architectural significance or evidence, are important to the story of Memphis, and how their contribution to the narrative can be told in a more creative way.

I also began the process of nominating Memphis' Civic Center Plaza as a district to the National Register of Historic Places. I have previously researched this forgotten modernist landmark during my time at Middle Tennessee State University and it has proved tremendously rewarding to revisit my past research in such a meaningful and practical light. I am currently polishing my nomination for submission in January.

In addition to staff recommendations, creating maps for work taking place elsewhere in the office, and continuing research of properties for the local historic register, I have taken on two larger projects which are affording me the opportunity to further hone my research skills and develop an understanding of the National Register process, which is an experience valuable to every young preservationist. As an historian, I am greatly enthused by the research process and learning the story of a place, a people or a structure thoroughly, then analyzing the story to help solidify on the pages of time. Being able to incorporate my undergraduate training with a regional planning process like the Mid-South Regional Greenprint is an experience, which is sure to prove more valuable with each step toward completing my contribution to the final plan. As I type this, the work that awaits me next semester sits on the corner of my desk: a review of the design guidelines for the Cotton Row historic district. With that assignment comes the opportunity to consider our architecture in a very detail oriented way that is meaningful and will continue to effect change long after my time with the Landmarks Commission comes to a close.



Amy Collier

GRADUATE PROGRAM:	City and Regional Planning
EXPECTED GRADUATION:	May, 2014
EDUCATION:	B.A., Economics University of Memphis
PLACEMENT:	TIGUrS (Funded by Green Fees)
SUPERVISORS:	Karyl Buddington
FACULTY MENTOR:	Stan Hyland

Briefly, here are some accomplishments from my internship with TIGUrS this semester:

- Assisting in planning and implementing a fall intersession Go Green week in partnership with Campus School.
- Several attempts to increase student involvement with the garden, including a music/lunch in the garden, a pumpkin -carving event, and lending assistance to the gardening student organization called SLUGs.
- Planning, organization, troubleshooting, and implementing the first annual Let's Grrrow Garden Expo in partnership with the Memphis Area Master Gardeners and involving many other community organizations, green vendors, academic partners, and student groups from the UofM.
- Beginning to research and apply for grants and potential funding opportunities and awards.

During this semester, I helped to construct the SUAPP garden, assisted in the fall planting of the TIGUrS gardens, and occasionally assisted in day-to-day activities of up-keeping the gardens and preparing them for events. I would love to expand my knowledge even more next semester by committing more time to hands-on gardening. I was also able to understand the role of community partnerships in the success of our garden, and had first-hand experience with involving a plethora of community partners in our garden during the planning of our Let's Grrrow Garden Expo. In order to explore environmental education for different audience types, I assisted in environmental education for younger children, college students, and the community at large throughout the semester. I would like to begin creating events with more specific audiences in mind, such as certain academic niches or student groups. I gained experience with event planning- and this was overachieved, in fact, the planning for next year's big event and plans for Earth Day in the next semester will be much easier with my new experiences. Lastly, I wanted to learn about grant and funding applications. This task is one that I have just recently begun, and one that I will be working on for several months. TIGUrS is hopeful to receive funding for several different conservation and arts projects in the gardens, as well as funding for an outdoor classroom, and I am excited to be a part of the process for the funding of these new projects and ideas.

The most important things that I have learned as an intern this semester have been to A, think ahead, B, accept that you cannot plan all things (especially if mother nature has anything to say about it), and C, welcome opportunities to learn and partner with others. Working with the Memphis Area Master Gardeners, staff of Campus School, and students through the Students Learning Urban Gardening group has been a constant stream of opportunity to learn how urban gardening and environmental education truly impact our community. The education-centered mission of TIGUrS rings clear to our campus and our community, and the involvement we have had in the garden over the last few months makes me realize how much value there is in the work of this urban gardening initiative. In the coming semester, I am looking forward to continuing my experiences with TIGUrS, helping more students and community members to be involved with our garden, planning events and creating curriculum for the garden, and hopefully bringing in more resources to help our garden grow, both literally and figuratively.

**Carol Ann Walker**

GRADUATE PROGRAM: Public and Nonprofit Administration
EXPECTED GRADUATION: May, 2014
EDUCATION: Juris Doctor University of Mississippi School of Law
B.A., Mathematics, Mississippi State University
PLACEMENT: Strengthening Communities Initiative
(Funded by SUAPP)
SUPERVISOR/MENTOR: Leigh Hersey

I have spent the past several months as the Graduate Assistant responsible for coordinating the Strengthening Communities Initiative (SCI) at the University of Memphis. SCI awards Capacity Building and Small Grants to support the development and implementation of collaborative and innovative neighborhood-based projects that address economic development, education, health, housing, transportation, and safety issues. SCI grants are offered annually in partnership with the Community Foundation of Greater Memphis, United Way of the Mid-South, the Learning by Giving Foundation, and the University of Memphis.

This semester, my responsibilities have included coordinating communication and activities of the Executive Committee and the Administrative Team; keeping the Executive Committee and Administrative Team on task and maintaining momentum; coordinating all activities related to previous grant recipients, including planning a bi-annual grant recipient meeting; carrying out all activities related to the new grant cycle, including revising the Request for Proposal Guidelines (RFPs) and Grant Applications, planning interest meetings, and accepting applications; and interacting with grant recipients, as well as members of the public interested in the Strengthening Communities Initiative. Because of my involvement in the SCI grant program, I am now familiar with most aspects of the grant management process. In addition, I have gained understanding of the role of policy and planning in community development projects, as well as of the role of SCI, nonprofit organizations, and engaged scholarship in driving community revitalization.

Since the coordinator position has changed hands several times over the past few years, I want to make sure that the coordinator's responsibilities are well-documented for my successor. Before my predecessor left, she prepared a timeline to help me stay on top of my duties. I have added to this timeline and made detailed notes for specific duties, so the next coordinator should know exactly what needs to be done when. I have also organized all of my files and saved all of my emails, so they can be used as templates in the future. In addition, I revised the RFPs and applications to improve the organization and clarity, so the next coordinator should only need to make minor changes to update these documents.

I have enjoyed my experience as the coordinator for the Strengthening Communities Initiative. I love having a position with a real purpose and real responsibilities as opposed to just being someone's assistant. I am also very excited to be learning so much about the grant-making process and hope I will be able to use this knowledge in my career. Overall, it has been a great experience, and I look forward to next semester when applicants will be chosen and awarded grants.

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***Report Prepared by Marie Dennan
M.P.A and Anthropology Candidate, 2015
Graduate Assistant, SUAPP***