

**Understanding the Role and Effect of Anchor Institutions on the Revitalization
of West Jackson: A Distressed Community**

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Unsolicited Proposals for Research Partnerships**

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Proposal Summary/Abstract – Located in the economically-challenged West Jackson (Mississippi) community, Jackson State University (JSU) is the area's largest single employer and serves as an anchor institution providing educational, cultural, technological, social, and economic activities. The research issue for this proposal involves identifying: (1) the impact JSU is having as an anchor institution on the surrounding communities and institutions; and (2) determining how that impact can be amplified to increase the overall quality of life for community residents, businesses, and organizations. This proposal also gives special attention to assessing the impact of local anchor churches in the area. Understanding this aspect is considered important from the standpoint of determining how long-term community development sustainability and engagement can be obtained and/or enhanced. The core research team will be comprised of three entities: (1) the JSU Mississippi Urban Research Center, a unit within the JSU College of Public Service that has the mission of conducting basic and applied research into urban problems and developing policy recommendations addressing those problems; (2) the JSU Center for University-Based Development, a unit charged with the mission of assisting with redevelopment around the university; and (3) Central Community Church of God, a faith-based anchor institution located in the West Jackson target area that is active with community engagement and neighborhood revitalization activities. This project will utilize a mixed-methods case study research design incorporating the use of both quantitative and qualitative data collection/analysis activities. In addition to the research component, the proposed project will include development and pilot-testing of an econometric model designed to measure quality of life. This model will support the monitoring of changes in neighborhood economic conditions over time. It is envisioned the project will take place in six overlapping phases ranging from start-up to dissemination activities. Research findings will be disseminated via the use of community forums, academic research symposiums, public and private presentations before policymakers, and written publications such as *The MURC Digest*, *Online Journal of Rural and Urban Research*, and *The Urban Researcher*.

Understanding the Role and Effect of Anchor Institutions on the Revitalization of West Jackson: A Distressed Community

I. Introduction and Context

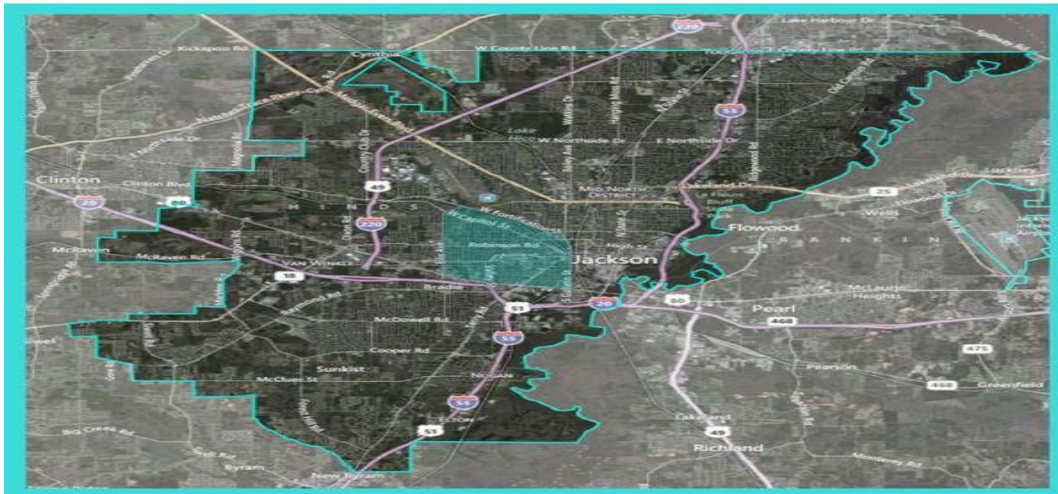
Jackson State University, founded in 1877, is a historically black college and university (HBCU) located in the capital city of Jackson, Mississippi. Officially designated as Mississippi's Urban University, Jackson State University is Mississippi's fourth largest public university and offers degrees on the bachelor's through doctoral levels. It has more than 9,000 students enrolled in the colleges of Business, Education and Human Development, Liberal Arts, Public Service, Science, Engineering and Technology, and the School of Lifelong Learning. Located in the economically-challenged West Jackson community, Jackson State University (JSU) is the area's largest single employer and serves as the area's anchor for educational, cultural, technological, social, and global outreach activities.

In seeking to expand its outreach globally, JSU has entered into national and international partnerships designed to develop human, educational, technological, and physical resources. It is within this context of globalization that a major paradox exists — that is, while seeking to enhance social, educational, and economic opportunities abroad, the local communities surrounding the university are experiencing high levels of social, educational, and economic distress. One definition of the term, *anchor*, is serving as a source of security or stability (Pickett, 2002). In applying this criterion, JSU could indeed be viewed as an anchor with it being located in the West Jackson community for nearly 100 years. The research issue for this proposal concerns identifying: (1) the specific impact JSU having on the surrounding communities and institutions; and (2) determining how that impact can be amplified to increase the overall quality of life for community residents, businesses, and organizations. In addition to examining JSU's role and impact as an anchor institution, special attention will also be focused on the anchoring role and impact of local churches. Understanding this aspect is considered important from the standpoint of determining how long-term community development sustainability and engagement can be obtained in impoverished communities. Therefore, the primary aim of this proposal is to obtain research-based evidence that can be used to inform and sustain community development policy in areas with anchor institutions.

Profile of Community Surrounding JSU

In terms of geographic location to other areas in the City of Jackson, Jackson State University (JSU) and the surrounding communities are located in the "West Jackson" area (see Figure 1). This area is situated west of the Downtown area and is comprised of primarily six census tracts surrounding the university, with Census tract 115 being almost exclusively JSU. Table 1 provides a socio-demographic description of the area. In comparing selected socio-economic indicators of Census tract 115 (JSU's main campus) to the City of Jackson overall, Census tract 115's poverty, unemployment, and vacant housing rates are significantly higher than for the city overall. This trend generally holds true for the other five census tracts surrounding JSU's main campus. As is often typical of areas with high levels of poverty and unemployment, overall crime levels for the JSU surrounding communities are higher than crime levels in other areas of the city.

Figure 1. Geographic Location of Target Community



Based upon the most recent (June, 2014) crime data available through the City of Jackson's Police Department, Precinct Two (which includes the above census tracts) contains the highest number of total crimes committed overall, including the highest number of violent crimes (JPD, 2014).

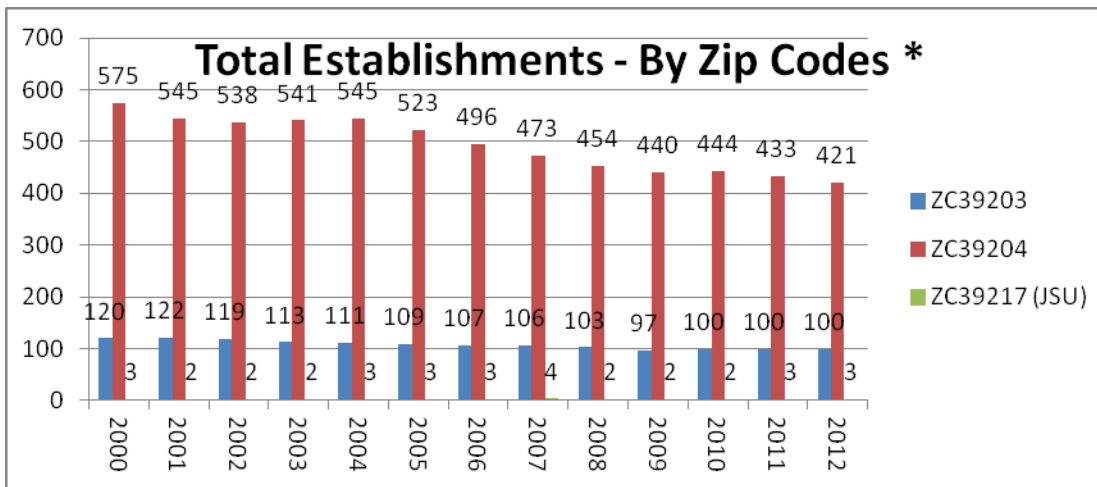
Table 1. Socio-Demographic Description of JSU Community

	City of Jackson	Census Tract 115 (JSU Main Campus)	Census Tract 25	Census Tract 27	Census Tract 30	Census Tract 32	Census Tract 34
Population	174382	3550	2762	1192	1715	1091	3373
Vacant Housing Units	16.9%	25.8%	32.6%	15.6%	35.0%	39.6%	15.5%
Owner-occupied Housing	52.9%	28.4%	43.4%	20.7%	40.4%	32.5%	43.6%
Housing Value - Less than \$50,000	18.2%	63.6%	44.6%	39.2%	45.6%	35.5%	15.0%
Female householder, no husband present, family	27.9%	35.8%	30.6%	17.3%	27.5%	20.3%	43.1%
Poverty % - All families	23.7%	60.3%	18.4%	47.8%	34.2%	35.1%	37.2%
Unemployment Rate - Population 16 years and older	11.9%	28.6%	14.1%	14.3%	12.4%	20.9%	17.3%
High school graduate (includes equivalency)	25.6%	25.4%	28.3%	23.3%	39.9%	24.6%	36.6%
No vehicles available	9.7%	25.5%	16.9%	22.4%	12.1%	20.5%	8.9%

Source: U.S. Census Bureau, American Factfinder, Data Tables DP02, 03, 04, 05 / S2301

Business Profile of Community Surrounding JSU

Table 2. Total Business Establishments by Zip Codes



* Excludes most public employers (e.g., schools, governmental agencies)

Preliminary Listing of Area's Anchoring Institutions/Community Assets

In the West Jackson area targeted for study, there are 12 active neighborhood associations whose presidents meet collectively each month to discuss community plans. The West Central Jackson Improvement Association is the governing body for all neighborhood associations in West Jackson. The following is a listing of those neighborhood associations: Battlefield Park, Capitol Neighbors Association, Dalton-Deer Park Association, Pecan Park, University Park, Washington Addition, Zoo Area Progressive Partnership, Friends of West Jackson, Matthew's East Homeowners, West Park, Hemingway, and the Jayne Avenue Neighborhood Association.

The Voice of Calvary Ministries (VCM) is a Christian-based 501(c) non-profit that has been providing housing, health, and social services in the West Jackson community for over 30 years. The VCM wrote a grant (2013) that was funded through the Community Development Block Grant (CDBG) Disaster Relief funds to assist with redevelopment efforts in the West Jackson Communities. Additionally, the Voice of Calvary Ministries is currently proposing a new mixed-use development for the West Jackson community called Downtown West. This development will be a \$21 million mixed-use complex that will feature market rate apartments, commercial spaces, and several roof-top gardens.

The City of Jackson's Police Precinct 2 primarily covers all of West Jackson. There are four precincts in the Jackson Police Department with Precinct 2 being the largest covering over 24 square miles with 64,000 people, 23 schools, 81 churches, and over 200 businesses in the area. There are 87 full time police officers who work three, eight-hour shifts. The City of Jackson's Zoological Park is located at 2918 West Capitol Street in West Jackson. The zoo is located on 110 acres of land and has 33 full time staff members. Its annual operating budget is approximately \$2.3 million.

The Jackson Public Schools (JPS) system operates two high schools (Provine and Jim Hill) in the targeted area; two middle schools (Blackburn and Hardy); four elementary schools (Isabel, Barr, Pecan Park, and Poindexter); and one vocational education training center for high school level students.

Other identified community assets include the Koinonia Coffee Shop, located at 136 S. Adams Street, which hosts a “Friday Forums” series every Friday morning featuring guest speakers such as city officials, private investors, and non-profit organization members who address issues related to the social, educational, cultural, and economic status of the West Jackson community. The Koinonia Coffee Shop opened in 2008.

JSU as an Anchor Institution

Located at Jackson State University, the Center for University-Based Development (CUBD) is an initiative to assist with the redevelopment of the community around the Jackson State University main campus. The mission of CUBD focuses on facilitating the development of partnerships to work with the redevelopment of the neighborhoods adjacent to the main campus of Jackson State University and explore opportunities for redevelopment around all other JSU campuses.

CUBD is comprised of three primary functional areas: Business Development, Community Development, and Human Development.

1. Business Development — the creation of economic development opportunities in West Jackson, in general, and the neighborhoods surrounding the campus. Activities include, but are not limited to, business recruiting and retention, small business training and technical assistance, microenterprise development, and business financing;
2. Community Development — focuses on the physical improvement of neighborhoods, while forming partnerships with residents, non-profits, churches, schools, government and businesses to secure resources needed in the community development process. This area is responsible for such activities as land use planning, urban design, housing development, and property acquisition and relocation.
3. Human Development — focuses on providing neighborhood residents with the skills and training needed to improve their standard of living. CUBD works to build bridges between private, public, and non-profit entities, the university, and the surrounding communities for the purpose of improving the quality of life for all parties.

CUBD has produced multiple projects in the last two years of its reorganization and re-staffing. In the area of business development, CUBD has established the “University Business Association” with a steering committee that is drafting the bylaws and plans to elect an executive board in October 2014. CUBD encourages youth entrepreneurship and participated in the “National Lemonade Day” effort. Four (4) youth set up lemonade stands on campus and together generated over \$500 in revenue. Community engagement begins with establishing ongoing communication with the community. CUBD developed the WestJxn blog, Facebook, Twitter and a texting service for the West Jackson area. The “Cruising the Community” bike ride for youth 12 and under was held in August 2013 and again in June 2014. The first event had 67 youth who participated by bringing their bikes and other vehicles without motors onto campus where they were given free helmets and food after a quick one-mile fun ride. The second event had over 200 participants. Community clean-up campaigns have been held in conjunction with Keep Jackson Beautiful where over 50 Jackson State University students volunteered up to four (4) community service hours each that can be applied to their community service requirements upon graduation.

For the Center for University-Based Development, human development begins with the preservation of the history of the community. CUBD will hold the first “Heritage Awards” program which will recognize community leaders in November 2014. The awards program will be held annually. CUBD also plans to be a place to grow community leaders. The “Community Resource Center” will help train leaders and provide a place to conduct the business of neighborhood associations. Classes and workshops will help aspiring leaders to learn “best practices” for conducting meetings and effecting positive change in their community.

Jackson State University also started the e-City Initiative in 2002 as a collaborative community development partnership involving JSU, the City of Jackson, Jackson Public Schools, the West Jackson Community Development Corporation, faith-based organizations, community-based organizations and public and private partners, including the U.S. Department of Housing and Urban Development, Fannie Mae Foundation, Allstate Foundation, the Mississippi Technology Alliance and many others. This initiative focused on a 5.4-square mile area around the JSU main campus. It utilized a holistic approach to community revitalization and economic development focusing on technology-enhanced learning and targeting technology-based jobs and businesses as well as equipping homeowners with technology equipped homes. The following are the five major components that articulated that holistic vision:

1. Education: JSU has focused expertise on local K-12 and lab schools, and raising the level of educational excellence in the community.
2. Enterprise: Promoting entrepreneurship and economic development in the community.
3. Environment: Focus on zoning, land use, and clean-up around industrial Brownfield sites.
4. Employment: “Each one, teach one” is central to the employment strategy. For example, professors work with young people to refurbish computers in a computer recycling program.
5. Exercise: Given the many health disparities among people of color, such as increased incidences of high blood pressure and diabetes, JSU has made exercise, health and wellness cornerstones of the e-City initiative.

II. Community/Economic Development through Anchor-Based Institutions: A Brief Review of the Literature

The term “anchor institutions” generally refers to place-based institutions that have historical, economic, cultural, and/or social roots in a particular geographic area (Dubb & Howard, 2012). This concept is sometimes called the “Town-Gown” or “Eds and Meds” form of community and economic development (Perry & Wiewel, 2005) (Dubb & Howard, 2012). Common examples of these types of institutions are schools, universities, nursing homes, and hospitals. Over the last 20 years, there has been a growing movement within the community/economic development field of utilizing anchor institutions to create community and economic development opportunities in economically depressed communities (Dubb & Howard, 2012) (Perry & Wiewel, 2005) (Shlay & Whitman, 2006) (Nicolosi & Keeling, 2013). Colleges and universities have been at the forefront of this movement due to their self-interest in the economically and socially vibrancy of their surrounding communities. Colleges and universities have been estimated to have over \$300 billion in yearly purchasing power, with hospitals having been estimated to have over \$750 billion a year in purchasing power (Dubb & Howard, 2012) (Perry & Wiewel, 2005). Anchor institutions can perform many different functions and roles such as purchaser, employer, real estate developer, workforce developer, investor, and business incubator (Nicolosi & Keeling, 2013).

One of the goals of the “anchoring institution” form of community and economic development is to leverage the tremendous purchasing, contracting, investment, and hiring power of these organizations for the benefit of their surrounding communities. Examples of successful attempts to use anchor institutions for community and economic development include the University of Pennsylvania (e.g., purchasing over \$89 million from area suppliers); Detroit Medical Center/Wayne State University (over \$400,000 in purchases from local community businesses); the University of Cincinnati (committed \$148 million to real estate development in Cincinnati area); LeMoyne-Owen College (an HBCU) chartering a community development corporation that financed an \$11 million mixed-use real estate development; and Columbia University which has been estimated to be one of the largest landowners in the City of New York; the University of Southern California’s job recruitment and training program targeting neighborhoods surrounding the university; and Howard University (an HBCU) that leveraged a \$2.4 million grant into \$65 million worth of commercial development (Nicolosi & Keeling, 2013) (Dubb & Howard, 2012) (Perry & Wiewel, 2005). In addition to leveraging their financial

resources, these types of institutions also leverage their intellectual and human resources towards solving local community-based problems (Dubb & Howard, 2012) (Perry & Wiewel, 2005). Taken collectively, the financial and non-financial resources of anchor institutions provide the potential to institute transformative change at the local level.

While there have been some successes with using anchor-based institutions for community and economic development activities, there has also been some criticism of activities connected with these types of initiatives (Dubb & Howard, 2012) (Perry & Wiewel, 2005). These criticisms include skyrocketing real estate prices that displace lower income residents and area small businesses, a lack of involvement of community residents in the decision-making processes on projects impacting their communities, a lack of jobs created or associated with the project going to local community residents, and gauging/measuring the success of these types of initiative from multiple viewpoints/perspectives (Dubb & Howard, 2012) (Shlay & Whitman, 2006) (Perry & Wiewel, 2005). Other challenges identified include obtaining community engagement, building a culture of economic inclusion, securing funding and leveraging existing resources, and sustaining participatory planning and community relationships (Dubb & Howard, 2012). Based upon a review of the literature, some recommendations for helping anchor institutions to have a greater impact on their surrounding communities include incorporating meaningful community input into area economic development plans, establishing more collaborative partnerships with public and private entities, and adopting a long-term time perspective to accomplish goals (Nicolosi & Keeling, 2013) (Dubb & Howard, 2012).

As referenced in the previous paragraph, some researchers have identified the difficulty in assessing and measuring the impact of anchoring institutions on surrounding communities (especially the impact on poor and/or minority residents living near the anchor institution and whether the quality of life actually improved for these residents (Dubb & Howard, 2012). The focus of this proposal is on “gauging/measuring” the success or non-success of Jackson State University’s community and economic development projects implemented as an anchor institution. As stated in works reviewed for this proposal, university-based development projects involve shaping urban patterns (Perry & Wiewel, 2005; Shlay & Whitman, 2006). This point demonstrates the ability of anchors and their surrounding communities to influence their collective futures. This “shaping (or in many cases re-shaping)” requires a thorough understanding of what strategies, approaches, and partnerships work, and which ones do not. Given the potential millions of dollars and thousands of lives that could be impacted by anchor-institutions like Jackson State University and the multitude of local churches in the West Jackson area, it is critical for policy-makers, developers, and community-based individuals and organizations to understand the economic and social dynamics involved. This research proposes to provide answers to questions that will benefit HUD and other parties concerned with improving the quality of life at the community level via anchor institutions.

III. Proposed Research Goals and Questions

This project’s overall intent is to provide the U.S. Department of Housing and Urban Development (HUD) with documented evidence regarding the effectiveness (perceived and actual) of programs, services, collaborations, partnerships, and community development strategies utilized by selected anchor institutions to revitalize adjacent distressed communities. This goal is consistent with HUD’s research priorities as identified in its *FY 2010-2015 Strategic Plan*, and its *HUD Research Roadmap FY2014-2018* (more specifically, Research Priority/Goal #4 — Sustainable and Inclusive Communities — “advancing sustainable and inclusive communities by seeking innovative and transformational evidence-based approaches to deal with long-standing and emerging community development challenges”).

A. Facilitator-based Analysis

Based upon initial anecdotal observations, the evidence appears mixed as to the actual social and economic impact of JSU and/or area churches on area residents, businesses, and organizations. The purpose of this research project is to obtain documented, methodologically-sound evidence regarding the impact of those anchor institutions selected for study. Therefore, the major goals of this proposal are to: (1) assess the effectiveness of those university initiatives implemented over the last 10 years in terms of their social, economic, and physical impact on area residents, businesses, and organizations; (2) provide research-based guidance in the planning, structuring, funding, implementation, and evaluation of new and existing initiatives for promoting community/economic development around the university; (3) identify the role and impact of area churches in terms of promoting and sustaining community and economic development initiatives in the target area; (4) identify the strengths and weaknesses of the targeted anchor institutions (i.e., JSU and area churches) in terms of promoting and sustaining community and economic development initiatives; and (5) disseminate research findings via local forums, symposiums, and written publications such as research reports and research journals.

B. Econometric Analysis

When attempting to analyze the historical or contemporary condition of a population or a place, one inevitably comes face-to-face with the problem of measuring an “intangible attribute”. This study seeks to analyze the impact that dominant “anchor institution(s)” have on the economic condition of surrounding neighborhoods. In order to evaluate a neighborhood’s “economic condition,” this study will focus on the individuals living in the area of study. Economic theory gleams a strong insight into why people choose to live in a particular place (Roback 1982, Glaeser, Kolko, and Saiz 2001, et. al), and this insight speaks volumes about its economic condition. This connection will be exploited by measuring “quality of life” (QOL) using a “Spatial-Equilibrium” approach (Granger & Price, 2014). Measuring intangible attributes and/or accounting for taste — an important component of a place’s economic condition — is most problematic. Even when great care is taken when choosing observable variables to include in one’s model, biased rankings emerge. This bias will be overcome by capturing both observed and unobserved location-specific factors related to residential location decisions, and representing a spatial equilibrium. In this situation, a consumer’s wages (income) and rents (housing cost) equalize utility between places where one can live.

Empirically, using Ordinary Least Squares (OLS) regression has been a spatial equilibrium approach used by some researchers to measuring amenities (Glaeser, Kolko, & Saiz, 2001) (Winters, 2010). However, this approach was not used to measure and rank a location’s economic condition. Building on these works, this study will estimate an OLS residual that comprises our approximated spatial equilibrium QOL measure. This estimate of QOL will be used to gage a neighborhood’s economic condition. The specifications for the proposed model are as follows:

$$housing\ price^* = \beta_0 + \beta_1(income) + u \quad (1)$$

where an asterisk denotes the variable is adjusted for amenities in a given location and u is a random error term. Let the true model be:

$$housing\ price^* = \beta_0 + \beta_1(income) + \beta_2(location\ amenities) + \epsilon$$

where ϵ is a random error term. The residual error from the OLS parameter estimates of (1) is:

$$u = \beta_2(location\ amenities) + v$$

If we assume that the expected value of v is zero $E(v) = 0$, then the residual error from OLS parameter estimates of the misspecified model in (1) is an unbiased estimate of unobserved location-specific amenities — in this study our market condition measure.

Keeping in mind that amenities are capitalized into housing prices and rents (Glaeser, Kolko, & Saiz, 2001), and wages/incomes (Ezzet-Lofstrom, 2004), are significant to businesses (Granger & Blomquist, 1999); the proposed model will provide crucial insight into a neighborhood's economic condition. As an econometric specification, an OLS model provides parameter estimates of the effect of amenity-adjusted incomes regressed on amenity-adjusted housing prices in a given census tract across the study area. The equilibrium relationship is amenity-adjusted housing = amenity-adjusted incomes + demand for (i.e., value of) amenities. This follows from (Roback, 1982). An OLS parameter estimate of this specification that omits amenities generates an error term that contains the value of local amenities. It approximately captures the value of the amenities bundle in a given census tract/zip code, which is presumably the difference between the amenity-adjusted cost of housing and amenity-adjusted income/wages (Roback, 1982). The terms, *amenities*, *quality of life*, and *economic condition* are used interchangeably here. When analyzed using cross-sectional and/or time-series data, conditioned upon the corresponding indexed anchor institution growth rate or policy initiative variable, a picture will emerge that illuminates a potential causal link between the two.

In a forthcoming study (Granger & Price, 2014), this spatial equilibrium approach estimated the value of amenities using census data on county-level median housing prices and incomes in 2000. The residuals from an OLS regression of the log of county median housing prices on the log of county median income generated their measure of the value of amenities in a given state. They chose the log-linear specification given the nature of the residuals from their regression models. The residual was then used to construct a QOL ranking for each state in the USA by using the mean and/or median value of the residual error term obtained from each state's county level regressions. There a state's rank was determined by these two measures of central tendency. Shifting this type of process down to the census tract level requires utilization of census block data. Two potential independent variables are interpolated census block level income estimates, or adjusted per capita census block income estimates. Data for the independent variable in this model will be various census block level housing value data, or census block level tax assessor data.

Additionally, a weighted-average quality of life index ($WQLI_k$) is proposed as a tool to be used to analyze the market condition of the areas surrounding the anchor institution. This index will utilize data that measure economic welfare through data that capture the community's living standard (LS), general health (GH), and human capital obtainment (HC). By assigning weights and averaging quantifiable location-specific traits that capture the essence of these characteristics, the market condition/human conditions of a census tract or zip code can be analyzed and tracked over time.

The computational simplicity of the index and the flexibility surrounding variable selection make this type of index most useful for theoretically sound comparisons across space. The index " $WQLI_k$ " can be written as follows, where the subscript "k" represents a census tract or Zip Code in the sample.

$$WQLI_k = \frac{1}{3}(LS_k + GH_k + HC_k) = \frac{1}{3} \sum_{k=1}^3 A_k^i$$

As a special case, equal weights are applied to each component of the index. Conceptually, each component of the index is the quotient of the variable's distance from its minimum value divided by the variable's range.

$$A_i^k = \frac{\text{Observed Value of Variable} - \text{Minimum Value of Variable}}{\text{Maximum Value for Variable} - \text{Minimum Value for Variable}}$$

The data used in the index will come from the U.S. Census, and various other reputable sources. This type of approach has been used to make comparisons between major U.S. cities (Agostini & Richardson, 1997) and for international comparisons (UN, 1990). Alternatively, this approach can be modified by using principal-component analysis; thus, providing better results by capturing information lost by averaging (Biswab, 2002).

C. Policy Implications

It is anticipated that the accomplishment of the above goals would be valuable not only to JSU, but also to the U.S. Department of Housing and Urban Development (HUD) in shaping and implementing its policy and programmatic initiatives. The accomplishment of this proposal's goals would be valuable to other types of organizations making economic and social policy decisions including public (e.g., the City of Jackson, the Hinds County Board of Supervisors), private (e.g., the Greater Jackson Chamber Partnership) and non-profit organizations (e.g., churches, the West Jackson Community Development Corporation). As documented earlier, the communities surrounding the university have been and/or are experiencing high levels of social and economic distress in the areas of unemployment, crime, housing deterioration, poverty, business creation, and educational attainment — all of which impact the quality of life in those communities. The research findings of this project will help provide greater clarity from multiple perspectives as to what policies, approaches, strategies, and services are successful in fostering community revitalization; and what policies, approaches, strategies, and services are needed to achieve higher, more efficient levels of community revitalization via local anchor institutions. Particular attention will be placed upon identifying and developing policy recommendations that have long-term, sustainable, replicable implications for other communities across the country with similar anchor institutions.

Research Questions

The research questions selected to guide this project will include those questions identified in HUD's *Research Roadmap FY2014-2018* (under the Sustainable and Inclusive Communities Goal), as well as other research questions designed to help facilitate an understanding of the role anchor institutions can or should perform in promoting community revitalization in distressed areas. More specifically, the research questions for this project are:

1. What is the impact of anchor institutions on income mixing and the transformation and stabilization of neighborhoods in the targeted areas?
2. What other impacts have anchor institutions had on their surrounding communities in the target area?
3. What incentives cause anchor institutions to engage with their communities, and how does the nature of neighborhood interaction affect the outcomes in the targeted areas?
4. What has been the impact of area churches, serving as anchor institutions, on community revitalization in the targeted areas?
5. Do area churches view themselves as having a role in community revitalization and/or sustainability in the targeted areas? If so, what is this viewpoint, and how does this viewpoint compare to that of the university anchor?
6. What partnerships and/or community engagement approaches seem more effective in promoting community revitalization in the targeted areas?
7. What are some of the barriers and/or challenges to promoting effective community revitalization activities in the targeted areas?
8. What are some of the opportunities and advantages to promoting effective community revitalization activities in the targeted areas?
9. How has neighborhood quality of life (i.e., economic condition) changed over time in the target areas?

IV. Proposed Research Procedures

Research Design

This project will utilize a mixed-methods case study research design incorporating the use of both quantitative and qualitative data. This design is consistent with the approach advocated by Perry and Wiewel in their work, *The University as Urban Developer*, which used case studies to add depth to statistical and narrative descriptions of project-related activities. This method, coupled with traditional quantitative data collection methods such as reviewing administrative records, will allow for a more in-depth understanding of the relationships and processes (e.g., social, political, communicative, psychological, administrative) involved with an anchor institution in the community/economic development process.

Additionally, this research design will be augmented by measuring “quality of life” (QOL) using a “Spatial-Equilibrium” approach (Granger & Price, 2014). The economic model discussed earlier allows for the measuring of tangible and intangible attributes, and will allow for the choosing of both observed and unobserved location-specific factors related to residential location decisions, and representing a spatial equilibrium. This element of the research design will allow for a wider range of assessment indicators to measure the impact of anchor institutions in terms of quality of life.

Research Implementation Phases

It is envisioned that the project will be accomplished in six overlapping phases that serve to guide all research activities. Parallel to these phases, an economic model will be developed and pilot-tested. This model will facilitate the assessment of specific changes over time from an economic perspective. The following is a description of these six phases:

Phase One (primarily project start-up) will involve the formation of an advisory council, the hiring of staff, contracting with lead organizations to perform community-related activities, and finalizing research goals/tasks. It is anticipated this phase will occur during the project’s 1st and 2nd months.

Phase Two (primarily quantitative data gathering) will involve identifying, collecting, reviewing, and analyzing existing administrative records regarding projects/activities attempted and/or completed. The goal in reviewing these records is to establish a quantitative description of the impact of activities undertaken. A major component of this phase will be the deployment of an econometric model designed to capture QOL or neighborhood conditions through use of a “Spatial-Equilibrium” and “Weighted-Average” QOL model. These models aim to develop a straightforward methodologically sound way to measure and compare QOL/economic condition across space and time appropriate for public policy analysis. This analysis will be conducted at the census tract level using various measures of housing, income, community-living-standards, general health and human capital. It is anticipated this phase will occur during the 2nd to 4th months of the project. This phase will also involve the identification and listing of churches and other community assets that have performed, or could perform, a role with community revitalization.

Phase Three (primarily qualitative data gathering) will involve interviewing individuals and groups for the purpose of gaining a more in-depth understanding of the relationships, processes, attitudes, and beliefs involved with an anchor institution performing community/economic development activities. Information gathered in this phase will be used to augment quantitative information in order to form a more complete picture of the role and impact of anchor institutions. It is anticipated this phase will occur during the 3rd to 6th months of the project.

Phase Four (primarily data analysis/report preparation) will involve the statistical analysis of all data and information collected, additional follow-up meetings and interviews for clarification purposes, review and

feedback from advisory council members and other key parties, and preparation of various research reports, policy, and position papers. It is anticipated that this phase will occur during the 6th to 9th months of the project.

Phase Five (primarily report dissemination) will involve the dissemination of research findings via the use of local community forums, academic research symposiums, presentations before elected and non-elected policymakers involved with community and economic development activities. Additionally, research findings will be disseminated via the use of written publications such as *The MURC Digest*, *The Online Journal of Rural and Urban Research*, and *The Urban Researcher*. This phase will also involve the structuring and formation of formal working groups charged with developing, operating, and sustaining community and economic development initiatives. It is anticipated that this phase will occur during the 9th to 12th months of the project.

Phase Six (primarily policy and programmatic implementation) will involve the ongoing activities of the formal working groups developed during Phase Five. These working groups will have the responsibility of developing, operating, and sustaining community and economic development initiatives. It is anticipated this phase will occur during the 10th to 12th months of the project and continue thereafter.

Procedures

After approval is obtained from the JSU Institutional Review Board, advisory councils will be formed, and contracts signed. One of the advisory councils will provide input related to the project's overall implementation. Additionally, an econometric modeling advisory council will provide input related to the proposed model design and estimation. Contractual agreements will be implemented involving (1) the Econometric Modeling consultant, and (2) the hiring of facilitators who will engage with the various anchor institutions, conduct focus group meetings, and gather other qualitative-types of data. Also, two graduate research assistants will be hired: a graduate student in economics, and a graduate student in policy and planning or behavioral science. Finally, the nine research questions will be addressed methodically. Information for addressing these questions will be gathered from focus group sessions, individual interviews, community surveys and meetings, review of administrative records, input/feedback from anchor churches, and the econometric model estimation.

Focus Groups. As the lead anchor church, Central Community Church of God will conduct an inventory of church partnerships and/or community engagement activities within the target area. Persons (N = 30) will be invited from the various church partnerships and/or community engagement activities to participate in one of three focus groups, and they will be compensated \$20 for their time and travel. Using appropriate research questions as the backdrop, a guide will be developed for the focus groups. Data emerging from these focus groups will be analyzed to identify themes, and these themes will be investigated in greater detail with the individual interviews.

In addition to the anchor churches, focus groups will be conducted with CUBD. A list of CUBD projects and activities appear on page 6. As with the churches, persons will be invited to participate in focus groups, and the qualitative data will be analyzed for themes.

Individual Interviews. Key individuals will be identified for JSU CUBD and anchor churches, and these persons will be interviewed. As with the focus groups, persons will be compensated for their time and transportation. Information emerging from the interviews will be used to shed light on the themes, which emerged from the focus groups. In addition, the information will support formulation of questions for the community surveys.

Community Surveys/Anchor Church Survey. Using SurveyTracker Plus, scannable questionnaires will be developed, and survey workers will be recruited to collect data. Central Community Church of God will

provide support for the surveys. Data collection will occur in public places (e.g., public places, barber shops, beauty shops, etc.), and churches, and \$0.50 - \$1.00 will be offered for completing the questionnaire. All questionnaires will be approved by the Advisory Council and pilot-tested before use.

Economic Model. Dr. Maury Granger, an African American urban economist, will lead efforts to develop and implement an economic model which can be used to monitor changes over time. An economics student will assist him. In addition, he will create a small team of approximately three of his peers to provide feedback as the model is being developed.

Statistical Methods

Anticipated statistical analysis procedures of participants' responses will include the production of descriptive statistics (e.g., frequency distributions, means/median, standard deviations), chi-square tests for generalizability of findings to the larger population, multiple regression to identify key variables that can be used to predict the outcome of selected variables, and factorial analysis to tease out key dimensions (i.e., factors/connected patterns that exist just below the conscious level).

V. Description of Key Project Personnel and Responsibilities

This project's core membership will be comprised of three team elements: (1) the JSU Mississippi Urban Research Center — a unit within the JSU College of Public Service that has the mission of conducting basic and applied research into urban problems and developing policy recommendations addressing those problems, (2) the JSU Center for University-Based Development — charged with the mission of assisting with redevelopment around the university, and (3) Central Community Church of God — a faith-based anchor institution located in the West Jackson target area that is active with community engagement and neighborhood revitalization activities. Additionally, a Project Advisory Council will be formed to gather input from individuals, community members, businesses, and public and non-profit organizations, and to develop and implement a revitalization sustainability plan for the target area. It is anticipated that the Advisory Council will have a total number of 12 members. The following table provides a summary of the proposed project's key personnel, and their roles and responsibilities:

Name	Project Responsibilities
MURC Team Dr. Melvin Davis Dr. Sam Mozee Dr. Gregory Opara-Nadi Dr. Maury Granger	* Provide Project Administrative Oversight * Serve on Advisory Council * Conduct Quantitative Data Collection/Administrative Records Reviews and Accompanying Statistical Analysis of Data Collected * Conduct Qualitative Data Collection Activities including Focus Groups and Personal Interviews * Conduct Evaluation of Selected JSU CUBD Projects and/or Activities * Develop Economic Model Capturing Trends in Quality of Life * Coordinate Writing of Research Findings, Recommendations, Policy and Position Papers, Grant Applications * Assist with Preparation and Dissemination of Research Findings via Forums, Symposiums, Public and Private Meetings, and Publications
JSU CUBD Team Mr. Jason Brookins Mr. Bobby Pamplin Dr. Kimberly Hilliard	* Serve on Advisory Council * Conduct Quantitative Data Collection/Administrative Records Reviews * Conduct Qualitative Data Collection Activities including Focus Groups and Personal Interviews * Conduct Internal Assessment of Past Community and Economic Development/Revitalization Activities

	<ul style="list-style-type: none"> * Coordinate External Communications with Key Community and Business Organizations * Conduct Inventory of Community Assets and other Anchor Institutions * Coordinate Writing of Research Findings, Recommendations, Policy and Position Papers, Grant Applications * Assist with Preparation and Dissemination of Research Findings via Forums, Symposiums, Public and Private Meetings
Central Community Church of God Team Pastor Calvin Waddy, Jr. Trustee Member Joseph Larry	<ul style="list-style-type: none"> * Serve on Advisory Council * Coordinate External Communications with Key Church Organizations (facilitate the engagement of anchor churches) * Conduct Community Inventory of Church Organizations in Target Area * Participate in Focus Groups Meetings and Personal Interviews * Provide Input into the Writing of Research Findings, Recommendations, Policy and Position Papers, Grant Applications * Assist with Preparation and Dissemination of Research Findings via Forums, Symposiums, Public and Private Meetings * Host Community Meetings and Forums

VI. Proposed Project Budget

	HUD	JSU
I. Personnel		
A. Dr. M. Davis (PI – 3.0 mths)	0	25,000
B. Dr. S. Mozee (CoPI – 6.0 mths)	16,058	16,058
C. Mr. B. Pamplin (CoPI – 4.0 mths)	10,000	6,500
D. Mr. J. Brookins (CoPI – 4.0 mths)	5,000	17,440
E. Dr. K. Hilliard (CoPI – 3.0 mths)	5,000	18,750
F. Graduate Research Assistantships (N=2)	32,000	0
G. Incentives (focus groups, interviews, surveys)	5,000	0
H. Stipends for survey workers	<u>10,000</u>	<u>0</u>
Sub-total	83,058	83,748
Fringes and Benefits @ 32% of A-F	<u>11,539</u>	<u>26,799</u>
Total Salaries and fringes	94,597	110,547
II. Direct Costs		
A. Community Meetings (N = 12@%500)	4,500	1,500
B. Software (SurveyTracker Plus, v5.7)	0	4,080
C. iSIGHT 30 Scanner – Model IN30/SSW	0	7,063
D. Advertising	2,500	0
E. Research Dissemination Meetings (N=2)	1,000	500
F. Contractual		
1. Economic Model	5,000	0
2. Evaluation	10,000	0
3. Facilitate Anchor Churches' Engagement	11,000	
G. Travel	3,500	1,000
H. Supplies	500	0
I. Communications	<u>1,000</u>	<u>0</u>
Sub-total	<u>30,000</u>	<u>14,143</u>
III. Total	<u>124,597</u>	<u>124,690</u>
IV. Indirect Costs@ 28.6%	33,633	
V. Total Budget	158,230	124,690

Budget Justification

PI: Dr. Melvin Davis' percentage of effort on the project will be 25% or 3.0 calendar months. Trained as an experimental psychologist, Dr. Davis has a long history of research administrative experience with the most notable one being a needs assessment study for the U. S. Army Corps of Engineers, which was comprised of 22 counties along the Tennessee-Tombigbee Waterway Corridor and research teams in Kentucky, Tennessee, Alabama, and Mississippi. More recently, he and his team at the Mississippi Urban Research Center conducted focus groups for the United Way to investigate determinants of high school dropout in Mississippi, completed a study of sexually risky behavior on an HBCU campus, completed a study of distracted driving, and partnered with the Emory University Prevention Research Center to evaluate a major Centers for Disease Control and Prevention initiative in the Mississippi Delta. His in-kind compensation will be \$25,000 for each year of the project.

Co-PI: Dr. Sam Mozee's percentage of effort on the project will be 50% or 6.0 calendar months. Dr. Mozee, associate director for research at the Mississippi Urban Research Center, earned the doctor of philosophy degree in public administration from Jackson State University in spring 2013. Dr. Mozee's dissertation research focused on job training programs in minority communities. He holds a bachelor's degree in political science and a master's degree in public policy and administration from JSU. Dr. Mozee has been employed at MURC since September 2004. In addition to his duties of assisting with conducting research studies and generating research reports, Dr. Mozee is responsible for MURC's Census Information Center, which makes census information and data available to underserved communities that may not have access to census data through other means. His in-kind compensation will be \$19,991 for each year of the project.

Co-PI: Dr. Kimberly Hilliard's percentage of effort on the project will be 25% or 4.0 calendar months. Dr. Hilliard serves as the founding Executive Director for Community Engagement. Dr. Hilliard, a native of Washington, D.C., holds a B.S. in Mechanical Engineering from Tuskegee University, an M.S. in Urban and Regional Planning from the University of New Orleans, and obtained her Ph.D. in Urban and Regional Planning from Jackson State University. Hilliard provides leadership in connecting the University with local, state, and federal agencies, community-based organizations, and local residents and businesses. With over 25 years of experience, she has an extensive knowledge base in (1) technical leadership in urban and rural development, (2) federal and state land use and environmental regulatory documentation, (3) historic preservation in inner-city communities, (4) neighborhood revitalization with diverse socio-economic populations, (5) local economic development, and (6) communicative planning practices.

Co-PI: Mr. Jason Brookins' percentage of effort on the project will be 33% or 4.0 calendar months. Mr. Brookins is a native of Meridian, Mississippi, and currently serves as Director for the Center for University-Based Development. Prior to joining JSU, Mr. Brookins has served as Executive Director for the Jackson Redevelopment Authority overseeing urban renewal activities for the City of Jackson. He has also served as Executive Director for the Hinds County Economic Development District overseeing industrial and commercial development activities for Hinds County. Prior to being Executive Director, he originally served as assistant director of business development. Mr. Brookins' other work experiences include serving a nine-month stint as West-central Mississippi industry liaison for the Mississippi Development Authority, and serving as co-owner of an employment agency. Mr. Brookins earned a Bachelor's degree from Mississippi State University and a Master's from the University of Southern Mississippi. His in-kind compensation will be \$17,440 for each year of the project.

Co-PI: Mr. Bobby Pamplin's percentage of effort on the project will be 33% or 4.0 calendar months. Mr. Pamplin currently serves as Community Development Grants Manager with the Center for University-Based Development. Prior to joining JSU, Mr. Pamplin had extensive experience implementing and monitoring

community development projects including serving as HUD-HBCU Grant Program Manager at Hinds Community College (Utica Campus). His in-kind compensation will be \$6,500 for each year of the project.

Research Assistants: Three graduate students will work as research assistants. Their percentage of effort on the project will be 5% or 0.6 calendar months. They will work 12-15 hours per week. This work will include: social science or urban planning and administration graduate students who will assist with recruiting, training, and supervising survey workers, assist with conducting focus groups and interviews, conducting the psychometric evaluation of the measures, preparing and analyzing data, and drafting reports; An economics graduate student will work with Dr. M. Granger to develop and pilot test the economic model. Compensation will be \$16,000 per person.

Stipends: Survey workers will be compensated at the rate of \$10.00 per hour. They will survey persons in public places, churches, and beauty and barber shops.

Equipment: The Insight 30 Scanner – Model IN30/SSW will be used to process scannable forms from the various surveys. Equipment and accompanying software will be purchased by JSU MURC.

Travel: Funds will be used to reimburse project staff for local area travel to personal interviews, focus group meetings, and community meetings.

Other:

1. Office supplies – copy paper, easels with paper, markers, pencils and pens, flash drives, and recorders
2. Copying and copier maintenance – lease on copier and copies
3. Telephone – local and long distance service
4. Printing and advertising – print brochures, manuals and flyers. Advertise on campus radio and television.
5. Contractual
 - A. Economic Model (\$5,000) – Dr. M. Granger, an urban economist, will be contracted to develop and pilot test an economic model (see support letter). This model will be driven by community-level data, and it will support the monitoring of changes over time.
 - B. Facilitate Anchor Churches Engagement (\$11,000) – This contract will be awarded to Central Community Church of God (see support letter). They will serve on the Advisory Council, facilitate communications with other anchor churches, conduct an inventory of church partnerships and/or community engagement activities within the target area, participate in focus group meetings and personal interviews, host community meetings and forums, provide input into the interpretation and presentation of research findings, and assist with formulating recommendations, and disseminating findings.

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VII. Attachments / Key Staff Biographical Information



September 29, 2014

TO WHOM IT MAY CONCERN:

This letter is written in support of a grant proposal being prepared by Jackson State University's Mississippi Urban Research Center and Center for University-Based Development, and the Central Community Church of God located in Jackson MS. The proposal is entitled, "Understanding the Role and Effect of Anchor Institutions on the Revitalization Of West Jackson: A Distressed Community".

The subject of this project parallels my research, and we hope to utilize it to evaluate the economic conditions of the area adjacent to the anchor institution we propose to study. Additionally, an advisory group of Economist will be consulted in order to assure that our econometric model and data are appropriate for the study.

If I can further assist you I can be reached at (601) 979-1410 or by email at maury.granger@jsums.edu.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Maury Granger'.

Maury Granger, Ph.D.
Professor of Economics, and
MURC Research Fellow



Center for University-Based Development
1400 John R. Lynch St. | JSU Box 17240
Jackson, MS 39217-0240
601.979.2255 | 601.979.5803 fax
jsums.edu

October 1, 2014

Ms. Sherone Ivey
Deputy Assistant Secretary for University Partnerships
U.S. Department of Housing and Urban Development
451 Seventh Street, SW
Washington, DC 20410

Dear Ms. Ivy:

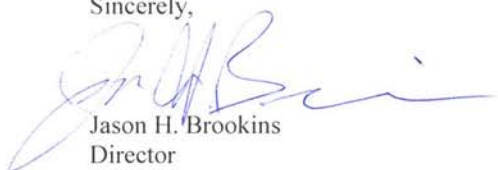
Jackson State University (JSU) has committed to having an impact on the neighborhoods surrounding our main campus. One example of this commitment is the formal laboratory school agreement between JSU and Blackburn Middle School within the Jackson Public School system. Another example of JSU's desire to make the community better is seen in the multiple functions that exist under the Office of Community Engagement which includes the Center for University-Based Development.

The mission of the Center for University-Based Development (CUBD) focuses on facilitating the development of partnerships to work with the redevelopment of the neighborhoods adjacent to the main campus of Jackson State University and explore opportunities for redevelopment around all other JSU campuses.

With a holistic view of community and economic development, the CUBD team will have a hands-on role in community improvements as well as tracking the change of our efforts. I and my staff, as part of the proposal Federal Notice FR-5775-N-01, will serve on the Advisory Council, conduct Quantitative Data Collection/Administrative Records Reviews, Qualitative Data Collection Activities including Focus Groups and Personal Interviews, Internal Assessment of Past Community and Economic Development/Revitalization Activities and a host of other functions.

We are providing this letter of support as a formal statement of our commitment to this opportunity and look forward to detailing the impact that Jackson State University and other anchor institutions are having in the surrounding neighborhoods. If you have any questions, please feel free to contact me at 601.979.2255.

Sincerely,



Jason H. Brookins
Director



September 29, 2014

Calvin D. Waddy, Jr.
Central Community Church of God
2305 Saint Charles St. Jackson, MS. 39209

Ms. Sherone Ivy
Deputy Assistant Secretary for University Partnerships
U.S. Department of Housing and Urban Development
451 Seventh Street, SW
Washington, DC 20410

Dear Ms. Ivy,

Central Community Church of God is honored to partner with Jackson State University's **Mississippi Urban Research Center** and the **Center for University-Based Development**, on the submitted proposal **Federal Notice FR-5775-N-01**, which will study the impact of anchor institutions in the West Jackson Community.

In this partnership the Central Community Church of God will have the following duties and responsibilities:

- Serve on the Advisory Council
- Coordinate and facilitate the external communications with key church organizations
- Conduct community inventory of church organizations in the target area
- Participate in focus groups meetings and personal interviews
- Provide input in the writing of research findings and make recommendations on policy, position papers, and grant applications
- Provide assistance with preparation and dissemination of research findings
- Host community meetings and forums

Central Community Church of God is extremely grateful to have the opportunity to work along with our distinguished partners as we strategize, measure, and improve the impact anchor

Central Community Church of God

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institutions have on economically challenged communities, as in the case of this West Jackson community.

Ms. Ivy, please feel free to contact me with any questions you may have about our involvement in this project. You can reach me via my mobile phone: 601-218-0469.

Sincerely,

Calvin D. Waddy, Jr.

Calvin D. Waddy, Jr.
Pastor
Central Community Church of God

BIOGRAPHICAL SKETCHES

NAME Melvin Davis	POSITION TITLE Director of Mississippi Urban Research Center
eRA COMMONS USER NAME dan4607	

EDUCATION/TRAINING *(Begin with baccalaureate or other initial professional education, such as nursing, and include postdoctoral training.)*

INSTITUTION AND LOCATION	DEGREE (if applicable)	YEAR(s)	FIELD OF STUDY
Oakwood College; Huntsville, AL	B.A.	1971	Psychology
University of South Carolina; Columbia, SC	M.A.	1974	Experimental Psychology
University of South Carolina; Columbia, SC	Ph.D.	1978	Experimental Psychology
Educational Testing Service; Princeton, NJ	Post-doc	1984	Evaluation

A. Personal Statement

My administrative research experience includes directing a major study for the U. S. Army Corps of Engineers, and several studies investigating childhood obesity. In addition, I completed a collaborative research project with Emory University, Prevention Research Center. Also, I have extensive experience in program evaluation at minority institutions and training programs funded by the National Science Foundation, National Institutes of Health, Department of Education, and private organizations. Also, I have participated in a number of NIH, CDC and NSF workshops for evaluation. In summary, I have a demonstrated record of successful and productive evaluations, and of providing leadership to achieve desired outcomes. My collaborative experience and expertise have prepared me to become engaged with evaluation projects.

B. Positions and Honors

1976-78 Assistant Professor, University of South Carolina at Spartanburg

- 1978-80 Assistant Professor, Alabama A & M University: Taught classes and **conducted community-based research** in the Alabama black belt. Research resulted in a model for understanding mental health among rural African Americans. Results were presented at the American Psychological Association 1980 National Convention, Community Psychology Division, in Montreal, Canada.
- 1980-81 Director of the Population in Need Study, Alabama Center for Higher Education and the U.S. Army Corps of Engineers: **Conducted a needs assessment study of residents in 51 counties along the Tennessee-Tombigbee Waterway Corridor.** A follow-up to this study **used a community-based participatory approach** to organize town hall meetings in four states.
- 1981-84 Director, Institutional Research, Oakwood College
- 1984-85 Post Doctoral Fellow, Educational Testing Service
- 1985-89 Vice President and co-owner, Human Resource Services, Inc., Birmingham, AL: **Used a community-based participatory approach** to target recidivism among persons recently released from prison, health promotion within inner city Birmingham, moral development among African American adolescents, and inner city African Americans' low participation in research being conducted by the University of Alabama at Birmingham.
- 1989-94 Vice President for Planning and Development, Oakwood College, Huntsville, AL: Engineered a planning program that helped remove a \$1.5 million negative fund balance and increase faculty research productivity by 135%.
- 1994-97 Practice Administrator, Optimal Health, P.A, Chattanooga, TN: Directed a managed care practice with 6,000 lives.
- 1997-2002 Associate Vice President for Academic Affairs, Alcorn State University, Lorman, MS: **Used a community-based approach** to target faculty moral and under-achievement in local public schools. More than \$1 million was attracted by this approach.
- 2002-07 Professor, Jackson State University, Jackson, MS: Investigated obesity among African American children.
- 2007-pres. Executive Director, Mississippi Urban Research Center, Jackson, MS: Directing the research and program activity of a center that is focused on urban issues.

Honors

- Distinguished Service Award, Oakwood College, 1995.
- Research Compliance Award, Jackson State University, 2005
- Teacher of the Year, Jackson State University, 2005
- Cyber Mentor Fellow, APA, 2009

C. Selected Peer-reviewed Publications

1. **Davis, M.** Davis, S., Young, L. & Moll, G. Maternal depression and childhood obesity among African American children. Proceedings from the 2011 EPS Hohhot Clinical Medicine Development Forum, Hohhot, China, August 3.5, 2011.
2. Payne, N.S., **Davis, M.**, Feldstein-Ewing, S., and Flanigan, T.P. (2009). Using the health belief model to predict college students' decisions to receive HIV testing at a Historically Black University in the South. *The Researcher*. 4(22). 87-100.
3. 2. Payne, N.S., **Davis, M.**, Mozee, S., Brown, M.. (2009). A comprehensive sexual risk assessment among African American college students. *MURC Digest*. 1.
4. 3. Payne, N.S., Feldstein, S.W., Beckwith, C.G., Sly, K., Davis, M., Flanigan, T. (2009). Why HIV rapid testing makes sense on college campuses: Lessons learned at a Historically Black College/University (HBCU). *Online Journal of Rural and Urban Research*, 1, 7-12.

5. **Davis, M**, Young, L, Davis, S, Moll, G. (2008). Parental depression, family functioning, and obesity among African American children. *Journal of Cultural Diversity*, 16 (2).61-65.
6. **Davis, M**, Latner, JD, Williams, L, (2008). The stigmatizing of obese African American and European American children. *The Researcher*, 21(4), 72-82.
7. Crockett, K., Zoytnick K., **Davis, M.**, and Payne, N. (2008). A depression prevention intervention for rural low-income African American pregnant women at risk for PPD. *Archives of Women's Mental Health*. Accepted for publication.
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9. Davis, S, **Davis, M.** (2006). A focus group study of African American obese children in Mississippi. *Journal of Cultural Diversity*, 13 (3). 6-10.
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15. Lovell, N, Crittenden, L, **Davis, M**, and Stump, D. (2002). The road less traveled: Atypical preparation of leaders in rural community colleges. *Journal of Community College Research*, 21 (4), 7-12.

D. Research Support

Ongoing Research (Evaluation) Support

Melvin Davis (Evaluator)

Minority Access to Research Careers

National Institute of General Medical Sciences (NIGMS-NIH), Jackson State University

Completed Research Support

Melvin Davis (PI)

08/15/2009

Institute for Multimodal Transportation, Jackson State University

Distracted Driving among First Year African American College Students and within the Jackson Metro Area

Melvin Davis (PI)

09/01/2009 - 09/29/2010

Mississippi Department of Health

Collaborator with Emory University Prevention Research Center to evaluate health preventive efforts in the Mississippi Delta

Melvin Davis (PI)

3/30/2005 - 2/30/2006

Stigmatization of Obese African American Children, Jackson State University

Melvin Davis (PI)

6/1/2004 - 8/30/2004

Obesity and Depression among African American Children
Faculty Scholars Program, Jackson State University

Melvin Davis (Co-PI) 7/1/2002 - 6/30/2003
Policy Study
The Ford Foundation, Alcorn State University and Mississippi State University

Melvin Davis (Co-PI) 9/10/1999-8/30/2000
Feasibility Study
The Ford Foundation, Alcorn State University and Mississippi State University

List of Evaluation Clients

University of Alabama at Birmingham
Antillian University
Oakwood University
U. S. Army Corps of Engineers
Jackson State University
Mississippi State University
Operations Shoestring, Inc.
Optima Health, Inc.

NAME	POSITION TITLE
Sam Mozee, Jr.	Associate Director for Research
eRA COMMONS USER NAME (credential, e.g., agency login)	Mississippi Urban Research Center Jackson State University

EDUCATION/TRAINING *(Begin with baccalaureate or other initial professional education, such as nursing. include postdoctoral training and residency training if applicable.)*

INSTITUTION AND LOCATION	DEGREE (if applicable)	MM/YY	FIELD OF STUDY
Jackson State University / Jackson, MS	B.A.	05/1983	Political Science
Jackson State University / Jackson, MS	M.P.P.A	08/1995	Public Policy & Administration
Jackson State University / Jackson, MS	Ph.D.	05/2013	Public Policy & Administration
University of Oklahoma --- Norman, Oklahoma	-----	03, 10 / 2003 (2 Sessions)	Economic & Community Development
University of Southern Mississippi --- Hattiesburg, Mississippi	-----	09, 2002	New South Economic Development Course
Jackson State University / Jackson, MS		08/2008 - Present	Doctoral Studies in Public Administration

A. Personal Statement

I am a life-long resident of Jackson, Mississippi, having spent most of my life in what can be described as an “inner-city” neighborhood. From this vantage point, I have witnessed first-hand both the negatives (e.g., crime, poverty, unemployment, social despair, discrimination) and positives (e.g., creativity, need for cooperation, importance of family, development of survivability skills) of living in such an environment. It was during the Civil Rights Movement that I began to see some of the benefits (e.g., housing/employment/community improvement programs) that were being derived from the use of public policy/politics to improve people lives. I am a life-long believer that public policy can be a critical factor for improving the lives of those living in economically and socially depressed urban areas. Therefore, it is this belief that guides my professional career.

B. Positions and Honors

Jackson State University, Mississippi Urban Research Center, (Jackson, Mississippi)
Associate Director for Research, July, 2013, to Present

COMMUNITY SERVICES DIVISION, MISSISSIPPI DEVELOPMENT AUTHORITY, STATE OF MISSISSIPPI's Community & Economic Development Agency Division Director, August 2001 to February, 2004

OFFICE OF ECONOMIC DEVELOPMENT, DEPARTMENT OF PLANNING AND DEVELOPMENT, CITY OF JACKSON, MISSISSIPPI, Equal Business Opportunity Officer, July 2000 to August, 2001

HINDS COUNTY ADMINISTRATOR'S OFFICE, HINDS COUNTY, MISSISSIPPI
Director, Department of Human Capital Development, August, 1998 to July, 2000

FOUNDATION FOR THE MID SOUTH / Jackson, Mississippi
Mid South Sectoral Employment Initiative, Project Director --- August, 1997 to August, 1998

HINDS COUNTY ADMINISTRATOR'S OFFICE, HINDS COUNTY, MISSISSIPPI,
Director, Department of Human Capital Development, November, 1993 to August, 1997

MISSISSIPPI STATE DEPARTMENT OF EDUCATION (SDE), Jackson, Mississippi
Office of Research, Planning, Policy & Development Education Specialist, Senior February, 1989
to January, 1993

GOVERNOR'S OFFICE OF FEDERAL-STATE PROGRAMS, Jackson, Mississippi
Department of Planning and Policy, Program Review Administrator II, Sept., 1986 to February, 1989

DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT/ Jackson, Mississippi
Community Planning and Development Division, Intern, January, 1984 to May, 1984

Honors

- * Member, Pi Alpha Alpha National Honor Society for Public Affairs and Administration (2013)
- * Conference of Minority Public Administrators' Student Public Policy Debates Award (2011)
- * JSU Department of Public Policy and Administration's HUD Fellowship Recipient (1983-85)

C. Selected Peer-reviewed Publications

- Zhang, J., **Moze**, S. (2014). A Comparison of Obesity across Geographic Areas and Selected Socio-Economic Indicators. MURC Online Journal of Rural and Urban Research. 4(1), 1-16. <http://jsumurc.org/ojs>
- Henry, M., **Moze**, S., Davis, M. (2013). Investigating the Relationship between Hazardous Waste Sites, Cancer, Obesity, and Diabetes Prevalence in Mississippi. MURC Online Journal of Rural and Urban Research. 3(1), 1-10. <http://jsumurc.org/ojs>
- Moze**, S., (2012). The Impact of Social Media use on Academic Performance at one Urban University: A Pilot Study. MURC Online Journal of Rural and Urban Research. 2(1), 1-10. <http://jsumurc.org/ojs>
- Davis, M., Payne, N.S., **Moze**, S., Obene, T. (2010). Cell Phone Use While Driving: What Do We About HBCU Students? The Researcher: An Interdisciplinary Journal. 23(1). 22-32.
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D. Research Support

Gwendolyn Spencer Prater Endowed Scholarship (2012-2013) -- support doctoral research in the area of Reducing African American Male Unemployment (\$2,600)

RAND Graduate School Summer Faculty Workshop in Policy Analysis Research (2014) --- support the study of development of a policy study on Reducing African American Male Unemployment (\$2,300)

NAME	POSITION TITLE		
Kimberly D. Hilliard, Ph.D.	Executive Director, Office of Community Engagement		
eRA COMMONS USER NAME (credential, e.g., agency login)	Jackson State University		
EDUCATION/TRAINING <i>(Begin with baccalaureate or other initial professional education, such as nursing. include postdoctoral training and residency training if applicable.)</i>			
INSTITUTION AND LOCATION	DEGREE <i>(if applicable)</i>	MM/YY	FIELD OF STUDY
Tuskegee University Tuskegee, AL	B.S.	07/87	Mechanical Engineering
University of New Orleans New Orleans, LA	M.S.	05/00	Urban and Regional Planning
Jackson State University Jackson, MS	Ph.D.	05/07	Urban and Regional Planning

A. Personal Statement

Dr. Hilliard has over 27 years of experience in the areas of engineering, urban planning, real estate development, community revitalization, and historic preservation. She designed and managed various multi-million dollar construction projects during her early career. In 1994, Hilliard became one of a few African American women designing airports in the country.

Her work in Jackson, Mississippi has centered on inner-city redevelopment and community building. She holds certification in Affordable Housing Financing, Historic Preservation, and Community Facilitation. Dr. Hilliard's academic lectures traditionally focus on the subjects of emerging trends for housing policies, local economic development strategies, and historic preservation. She has presented her dissertation research titled *Beyond Williamsburg: The Juxtaposition of Historic Preservation and Community Development in the African American Community* at various national planning and preservation conferences.

B. Positions and Honors

Past positions:

JACKSON STATE UNIVERSITY, Jackson, Mississippi
Director, Center for University-Based Development (CUBD) 2010 – 2012
Technical Director, CUBD 2005 – 2007

HINDS COUNTY ECONOMIC DEVELOPMENT DISTRICT, Jackson, Mississippi 2003 – 2004
Assistant Director of Business Development

GCR & ASSOCIATES, INC., Metairie, Louisiana 1994 – 2000 **Aviation Planner**

BCM ENGINEERS INC., Washington, D.C. and Mobile, Alabama
1987 - 1994

Project Manager (November 1991 to November 1994)

Project Engineer (September 1988 to October 1991)

Engineer (December 1987 to August 1988)

Serving as the founding Executive Director of Community Engagement since 2012, Hilliard provides leadership in connecting JSU with local, state, and federal agencies; community-based organizations; and local residents and businesses. She has an extensive knowledge base in (1) technical leadership in urban and rural development; (2) federal and state land use and environmental regulatory documentation; (3) historic preservation in inner-city communities; (4) neighborhood revitalization with diverse socio-economic populations; (5) local economic development, and (6) communicative planning practices.

Actively involved in many social and professional organizations, Dr. Hilliard serves as a mayoral appointee on the City of Jackson – Mechanical Board; Board Member for Women’s Foundation of Mississippi; Board Member - JSU Women’s Council of Philanthropy, Member of Phi Kappa Phi Honor Society; Advisory Board for Midtown Partners, and Preservation Fellow for the National Trust for Historic Preservation. In the past, she served as Advisory Board Member for the Jackson Community Design Center, Chair - Board of Trustees for Mississippi First, and Chair of the Mississippi African American Historic Preservation Council.

She is the founder of the public forum - *Town and Coffee®*, which was considered for a New Orleans cable television show. Her master thesis, *The New Orleans Craftsman: An Endangered Species – A Case Study to preserve the Building Arts*, was used as one of the primary resources for the 2003 Special Exhibit – *Raised to the Trade: Creole Building Arts of New Orleans* at the New Orleans Museum of Art.

Professional Certifications

Sustainability Leadership – University of Vermont (2013); Affordable Housing Financing – NeighborWorks (2009); Community Facilitation – Mississippi State University (2006); and Historic Preservation – University of New Orleans (2000)

C. Selected Peer-reviewed Publications

Dalbey, M., Perkes, D. and Hilliard, K. “Urban Design as Applied Research: The Case of the Jackson Metro Parkway Parks and Open Space Programming Document.” *The Researcher*, Summer 2003.

D. Research Support

Doctor of Philosophy Urban and Regional Planning, 2007

Jackson State University, Jackson, Mississippi

Dissertation - “*Beyond Williamsburg: The Juxtaposition of Historic Preservation and Community Development in the African American Community*”

Master of Science Urban and Regional Planning, 2000

University of New Orleans, New Orleans, Louisiana

Thesis – “*The New Orleans Craftsman as an Endangered Species: A Case to Preserve the Traditional Building Arts*”

Research & Teaching Interests

Community and Economic Development; Housing; Historic Preservation; and Communicative Planning Practices

Selected Presentations

On-air interview. America Tonight – Al Jazeera. Making a withdrawal: Banks shut branches in poorer communities. June 2014.

Film Interview. *They Called it Home: The Farish Street District*. NMHS Unlimited Productions. 2014.

“Collective Power of Women: How to Build Successful Alliances,” Women of Progress “She Too Shall Run” Conference. Jackson, MS. March 2013

“Jackson State University: Improving Town and Gown Relationships through Innovative University-Community Partnerships,” with A. Gobar. American Planning Association – Mississippi Chapter and the Mississippi American Society of Landscape Architecture Joint Conference. October 2008

“The Urban Parkway in the 21st Century: The Evolution of the Proposed Jackson Metro Parkway and Its Impact on the Extant Community,” with M. Dalbey. Community Development Society International Conference. Cleveland, MS. 2002

“Farish Street Historic District: Preserving a Sense of Place.” National Trust for Historic Preservation National Conference. Providence, RI. October 2001

Selected Teaching Experiences

Co-Instructor – Local Economic Development Jackson State University (JSU) (Fall 2009)

Guest Lecture – “The Tales of Two Jackson Communities: Farish and Fondren JSU – Housing Policy (Fall 2006)

Guest Lecture – “The End of Public Housing?” JSU – Housing Policy (Fall 2003)

Guest Lecture – “HOPE VI – Hype or Hope” JSU – Housing Policy (Fall 2002)

Guest Lecture – “Preservation Design Principles” JSU – Urban Design (Spring 2001-2010)

NAME:	POSITION TITLE:		
Bobby Pamplin	Assistant Director of the Center for University Based Development		
eRA COMMONS USER NAME (credential, e.g., agency login)			
EDUCATION/TRAINING <i>(Begin with baccalaureate or other initial professional education, such as nursing, include postdoctoral training and residency training if applicable.)</i>			
INSTITUTION AND LOCATION	DEGREE (if applicable)	MM/YY	FIELD OF STUDY
Jackson State University	B.S.	07/83	Finance
Jackson State University	M.B.A	05/97	Business Administration and Management

A. Personal Statement:

As a veteran economic and community development practitioner, Pamplin’s career has been dedicated to assisting individuals and groups—representing small businesses and communities alike—to realize and maximize their potential. Over the past 13 years Pamplin have managed five HBCU projects that contributed more than \$5 million dollars of growth to the local community. For more than 20 years Pamplin has secured and/or administered more than \$100 million in Fedreral, State and local funding that served 10s of thousands low-to moderate income families/individuals. Pamplin also served as State Coordinator of the homeless population of the State of Mississippi. As an economic and community development practitioner, Pamplin’s work has taken across the country, serving on panels, conducting board training for Community Action Agencies and conducting research and making presentations on best practices in community and economic development.

B. Positions and Honors:

For over 2 decades Pamplin has served on numerous Federal, State and Local boards and committees. Those assignments include; Board of Directors Member of the nationally recognized Historical Black Colleges and Universities Community Development Action Coalition (HBCU-CDAC), U.S Department of Justice—Office of Juvenile Justice, Juvenile Delinquency Prevention Advisory Board (Chairman), AmeriCorp Advisory Board, HUD Certified Housing Counselor, U.S. Department of Housing and Urban Development lead PEER Grant Reviewer and various other State and local organization awards and assignments.

C. Selected Peer-reviewed Publications

D. Research Support

BIOGRAPHICAL SKETCH

Provide the following information for the Senior/key personnel and other significant contributors in the order listed on Form Page 2.
Follow this format for each person. **DO NOT EXCEED FOUR PAGES.**

NAME		POSITION TITLE	
Jason H. Brookins		Director, Center for University-Based Development	
eRA COMMONS USER NAME (credential, e.g., agency login)		Jackson State University, Jackson, Mississippi	
EDUCATION/TRAINING (Begin with baccalaureate or other initial professional education, such as nursing, include postdoctoral training and residency training if applicable.)			
INSTITUTION AND LOCATION	DEGREE (if applicable)	MM/YY	FIELD OF STUDY
Mississippi State University (Meridian Campus) Meridian, Mississippi	B.S.	05/92	Business Development
University of Southern Mississippi Hattiesburg, Mississippi	M.S.	12/95	Economic Development

NOTE: The Biographical Sketch may not exceed four pages. Follow the formats and instructions below.

A. Personal Statement

Engages in community revitalization efforts, real estate planning, business stabilization; effectively measures programs, projects, and budgets through strategic planning; and has extensive knowledge of urban renewal bonds and new market tax credits.

B. Positions and Honors

- 2012 – Present Director, Center for University-Based Development
Jackson State University, Jackson, Mississippi
- 2010 – 2012 Executive Director, Jackson Redevelopment Authority
Jackson, Mississippi
- 2008 – 2010 Property Manager, Parkway Properties
Jackson, Mississippi
- 2006 – 2008 President, Staffing Connections
Jackson, Mississippi
- 2000 – 2006 Manager/Executive Director, Hinds County Economic Development District
Jackson, Mississippi
- 1988 – 2008 Military Equal Opportunity Officer, Retired Major
Mississippi Air National Guard

Professional Affiliations

Mississippi Economic Development Association
Served as President, President-Elect and Director, District 5

Mississippi Housing Initiative
Secretary and Treasurer

Committee Membership: International Economic Development Alliance; Metro Jackson Economic Development Alliance;
Mississippi Minority Business Alliance; and Appointed to the United States Department of Commerce District Export Council

C. Selected Peer-reviewed Publications

D. Research Support