



Regional Education Center

Saginaw Valley State University

7400 Bay Rd, University Center,  
MI 48710

SUMMER 2013

# Saginaw Valley State University & City of Saginaw: Forming New Ties for the Future

Dylan Hellus  
Jeremy Killion  
Trent Varva  
John L. Kaczynski

The study examined the best practices for the development of a community--university service center in Downtown Saginaw. Case studies included: Detroit, Flint, and Grand Rapids, because they are three of the largest cities in Michigan and face many of the same challenges as Saginaw.

This project is supported in part pursuant to the receipt of financial assistance to the MSU Center for Community and Economic Development from the Michigan State Housing Development Authority (MSHDA). The statements, findings, conclusions, and recommendations are solely those of the authors and do not necessarily reflect the views of any federal, state agency or Michigan State University.



**MICHIGAN STATE**  
UNIVERSITY

University Outreach  
and Engagement  
Center for Community and Economic Development



Photo Source: <http://upload.wikimedia.org/>

**Saginaw Valley State University & City of Saginaw: Forming New Ties for the Future**

Dylan Hellus

Jeremy Killion

Trent Varva

John L. Kaczynski

**ABSTRACT**

Institutions of higher learning (IHLs) are usually perceived as places for students and faculty to advance their understanding of curricula. Universities and colleges have also often been thought of as places that can assist in community development. The objective of this paper is to study community service outreach centers / programs by institutions of higher learning (IHLs) in the communities of Detroit, Flint, and Grand Rapids, Michigan; and examine the feasibility of a community service outreach center in Saginaw, Michigan. The study will outline current programs sponsored by Saginaw Valley State University, and Saginaw based community organizations that would benefit from a community service outreach center. The study will finally identify the needs, and best practices for creating a center in Saginaw, Michigan.

## INTRODUCTION

For the last 40 years, the American economy has been suffering due to a constantly-eroding manufacturing base. The Upper Mid-West region of the United States (or “Rustbelt”) has been particularly hard-hit by the transition from a manufacturing-based economy to a service-based one. This loss of local manufacturing jobs has resulted in Rustbelt states entering into a long period of economic stagnation that has led to drastic population shifts (Osborne, 1994). The metropolitan areas of these Rustbelt states have been hit particularly hard as the loss of population has led to decreasing tax revenue, necessitating fewer services, which, in turn, causes more citizens to move out of the city (Glazer, 2009).

However, the problems caused by the rapid decline of the American manufacturing sector were not limited to one location or State. Between 1980 and 1986, eleven of the sixteen largest metropolitan areas in the Rustbelt were shrinking, including Milwaukee, Detroit, Pittsburgh, Cleveland, Philadelphia, Youngstown and Flint (Bernard, 1991). This urban shrinkage has led to the city centers of many of the largest Rustbelt metropolitan areas being negatively affected in a profound and dramatic way.

There have been numerous attempts throughout these city centers to promote re-development and stem the tide of jobs and people moving out of the metropolitan area. Many of the cities have taken vastly different approaches to their strategy for redevelopment, and many have been highly problematic, yielding very few positive yields. In commentaries and articles throughout the nation, these metropolitan areas are referred to as “desolate”, or “third-world like”. Instead of reinvigorating urban cores, citizens turned their heads from the city centers and fled into the suburbs and exurbs of the greater metropolitan area.

Within Michigan, the writing has been on the wall, so to speak, since the 1950's (Sederburg, 1994). As so often happens, however, the decision makers get swept up in the "boom" cycle of the state's boom-and-bust economy, and thus took few steps to secure the posterity of the State when the auto boom came to an end (Ballard, 2008; Sederburg, 1994). The lack of foresight is made worse by the fact that Michigan's industrial leaders failed to heed the warnings of a similar boom-bust cycle with the lumber industry only a few decades before.

The shared reliance on the manufacturing sector, and subsequent across-the-board decline has resulted in strikingly similar urban developments throughout the Rustbelt region. Detroit, Flint and Saginaw are no different than many of the cities, as there is stark division between the "poor inner-city ghettos", and the "affluent suburbs" (Friedman, 1986). This situation is only exacerbated by the soaring income gap between the elite and the remaining working class residents of the city.

Detroit, Flint, and Saginaw were hit by this polarization harder than most other cities because the shift in manufacturing jobs globally has also led to the rapid decline of the middle-income sector jobs as well (Friedman, 1986). The end result of this shift has become a weak and poor inner-city region, with a strong, affluent, suburban region. The flight of the wealthier residents primarily to the suburbs or other states altogether has had a self-reinforcing effect on the state of the cities, causing increasing abandonment rates, loss of tax revenue, and decreased quality of life.

Fortunately, municipalities have begun to learn from the failures of the past, and are beginning to work toward solving their individual problems locally. The "locally" part involves municipal governments collaborating with local foundations, venture capitalists, community leaders, and - particularly - institutions of higher learning, in order to overcome obstacles and

common problems (Duderstadt, 2008; Kitchens, 2008). These new, somewhat experimental partnerships may signal a fundamental shift in the realm of urban development, with the bell towers of academic institutions beginning to replace smokestacks as the drivers of the new urban experience.

### **Institutions of Higher Learning**

Institutions of higher learning are now beginning to play a very important role in the transformation and revitalization of many cities in the Rustbelt region. This process has been spurred by a number of factors, including the continuous devolution of social services from the federal government to local public institutions. This has resulted in many local communities now turning to the institutions of higher learning to fill the voids that federal devolution has left (Maurrasse, 2001).

The effects of the increased role that institutions of higher education are playing in the community has resulted in colleges and universities no longer being looked at as incubators for students, but rather as incubators for businesses in the local community. The walls of universities are being reconstructed into gateways, faculty members are collaborating with local residents to find solutions to local problems, and students are becoming welcome members in the surrounding communities. There does remain, however, a constant strain of bitterness between local communities and universities due to decades of mistreatment and mistrust between the two (Maurrasse, 2001).

Core academic missions of institutions of higher education have changed over time from serving the elite, to teaching liberal arts, producing scientific research, teaching vocation, and providing service to the community. These changes of academic mission did not evolve arbitrarily, but instead came because of changes to the broader external environment that

universities were situated in. As the role of the university has broadened from educating the elite to educating the public, accessibility has become less of an issue within the urban environment. This does not, however, address the issue of relationship between those institutions of higher learning and the local community.

According to the book “The Idea of a University”, by John Henry Newman, a university education is not professional or vocational, but rather it expands one’s outlook for social and civic interaction (1996). By developing the young minds of future leaders, colleges and universities are fulfilling the very social and civic mission that resulted from their transition to institutions of public education over private, elite ones. It is this central mission that is not only vital for the development of a well-rounded, educated individual, but that can also be extended outward, and into the local community.

In 1862, the concept of the “land grant” was established with the Morrill Act to help provide “practical education, which would enhance the skills and capacity of farmers” (APLU, 2009). Despite being over 150 years old, this concept continues today, and even though the context has changed, the mission has not. Institutions of higher learning provide practical education that enhances the skills and capacity of the larger community. According to John Henry Newman, “ this is the reason why it is more correct to speak of a university as a place of education, than of instruction” (1996, 85).

### **Metropolitan Universities**

A metropolitan university is an institution of higher learning that is located in a larger urban area such as New York City or Detroit. These universities all bring an element of culture to their students and the community through the various on-campus and off-campus opportunities offered to both the student body and the general public (Judd, 2004). The route by

which metropolitan universities have become engaged in their communities has differed considerably from institution to institution, however. Nevertheless, many universities were established with the express mission of serving the educational needs of the region's citizens and have been explicitly charged with helping build social capital and promote economic development. Because of this, many universities in American cities began to worry that the ramifications of emerging urban problems—declining neighborhoods, increases in crime, and unsuccessful school programs – would adversely affect not only the metropolitan areas, but also the institutions themselves. To combat these problems, institutions of higher learning have begun making a conscious effort to have positive impacts on their immediate community through proactive outreach and engagement efforts (Trani, 2010).

### **Community Outreach / Public Engagement**

On the other side of the equation, local political and civic leaders are beginning to think strategically about how to collaborate with academic institutions in the area to spur further economic and community development (Duderstadt, 2008; Glazer, 2008; Gurwitt, 2008).

University administrators recognize the advantages of having community partnerships (which faculty may recognize as an educational opportunity), while students may stress the obligation of the institution as a neighbor (Maurrasse, 2001). Universities and colleges are equipped to contribute effectively to their local neighborhoods in many ways, including academically, economically, and more (Maurrasse, 2001).

In terms of contributions to the community, university initiatives may vary from institution to institution, or even between academic departments. These contributions may take the form of faculty providing opportunities for students outside of the classroom, which adds meaning to the “public service” role, or even supporting serving learning initiatives (AASCU,



2005). Some other examples of these activities might be working to solve the problems of “food deserts” (like Michigan State students in Lansing), repairing area homes, (like UM-Flint students in Flint), or mentoring young students (like Michigan State students at the MSU Center in Detroit).

Institutions of higher learning across the United States have always been thought of as “ivory towers”, which lack relationships with their local regions or communities. However, this community – university relationship (or “town-gown” relationship) has been strengthening in recent years. Whether through the construction of buildings, or the volunteer / service opportunities from undergraduate students; cities have recognized the capacity for economic development from institutions of higher learning, and both have benefitted as a result.

### **Millennial Generation**

The future of community development and “town-gown” relationships are falling more and more upon the millennial generation – that is, young Americans born from roughly the early 1980’s to the early 2000’s. This generation not only comprises a much larger portion of the American population than any generation before it, but has also been making up a larger and larger percentage of the student body at Universities in recent years. And even despite the popular notion of America’s youth as self-absorbed and apathetic, other research seems to indicate the opposite. The New York Times has described this generation as the most entrepreneurial generation since the Greatest Generation of the Second World War. Sociologists William Strauss and Neil Howe argue in their book “Millennials Rising” that the Millennial Generation will be much more civic minded than their parent’s generation, and will be much more similar to the greatest generation than any other in terms of civic participation.

The sheer numbers of the millennial generation can be a boom for communities and community organizations because of the extensive need for human capital in distressed communities. In most cases, this human capital will take the form of students in internships or volunteer positions within distressed communities. The undergraduate students themselves will benefit greatly from these experiential learning activities, while at the same time benefitting the community organizations working for local solutions to local problems. These interns and volunteers will obtain real-world work experience, invaluable professional contacts, and the satisfaction of working toward the betterment of the community.

There are various positive externalities to the concept of a “town-gown” partnership. Through the use of human capital provided by undergraduate students, financial capital provided by foundations, and leadership by the public and private sector; community outreach centers have been maximizing community prosperity within Detroit, Flint, and Grand Rapids. Building upon the successes in these cities, a proposed community outreach center in Saginaw could maximize the potential civic capacity of undergraduate students, and produce many indirect benefits in the city and region as a whole.

## **METHODS**

The research in this paper examines multiple town-gown relationships throughout Michigan. The framework for this paper is developed to explain how institutions of higher learning are trying to create more sustainable communities. This study follows an ethnographic method. This method is used because there is a lack of empirical evidence within the field of town-gown partnerships. Through the observations that are made and the evidence that is gathered of various university outreach programs, this method will be able to add evidence and

contribute a further understanding of the town-gown partnerships for those postmodernist readers and reviewers.

### **Description of Research Setting**

The focus of this study is to gain a better understanding of the outreach programs that are sponsored in Detroit, Flint, and Grand Rapids, as well as the feasibility of a service center in the City of Saginaw. The study examines Detroit, Flint, and Grand Rapids, because they are three of the largest cities in Michigan and face many of the same challenges as Saginaw. Examining the US Census and FBI crime data (Appendix A) for the cities helps paint a broader picture of the urban areas, and shows how they are similar in many respects. All of the cities also have a declining population, fall below the state average in high school graduation rates, have a poverty rate twice the size of the state average, and (with the exception of Grand Rapids) are ranked in the FBI's list of five most dangerous cities.

### **Data Collection Techniques**

Data for the research has been gathered through reading newspaper articles, query searches on the Internet, and reviewing the collection of peer reviewed articles / published books about these specific topics. Through the review of peer reviewed articles from various professional and academic journals, empirical information was identified for this report to be built upon. Newspaper articles and query searches allowed us to relate the contextual specific information to the empirical information that was identified in professional and academic journals.

### **Knowledge**

This study will contribute to higher education administration, public policy, and economic / urban development. First, examining the symbiotic relationship that exists between

the university and city center will allow for the collection of evidence to show that achieving the desired impact is feasible. Second, focusing upon the policy decisions that are made at the university and city levels will provide a more holistic view of alternatives that can exist in better university-city relationships.

## **DISCUSSION**

In Michigan, there are three specific city centers that have been identified to have strong town-gown partnerships. The three city centers are Detroit, Flint and Grand Rapids. These various partnerships range from basic community outreach programs to educational cooperatives. Whatever the partnership, there is an identifiable effort from an institution of higher learning to try and create positive change in that community.

### **Detroit**

Wayne State University, the University of Michigan and Michigan State University have taken a very active role in the revitalization of Detroit. The main campus of Wayne State University is located in Midtown, while the University of Michigan and Michigan State University host community outreach centers in the city's Midtown district, which serve as the base of operations for a host of university-sponsored programs that promote development in the city. These programs meet a variety of needs, including arts education, public health, and student involvement. The universities also partner with a multitude of other organizations operating in the city to work toward bring even more opportunity to Detroit. Through their extensive and proactive involvement, the University of Michigan and Michigan State University help infuse Detroit with new ideas and young talent that help revitalize the city in ways that it could not without the two community outreach centers.

***Michigan State University: College of Education***

Michigan State University hosts a branch of their College of Education in Midtown that offers future teachers a unique perspective on the city, as well as allows them the experience of teaching in urban areas. The university also makes available the Urban Educators Cohort Program, which allows students to take urban-centered sections of required courses as well as complete their required post-graduate internship in an urban setting. Students in the program work with Detroit area summer school programs or non-profits that work directly with children, youth, and families. These programs are augmented by the MSU College of Education Good School's Resource Center, which provides professional development programs along with many other valuable resources to Detroit Public Schools (Outreach, 2012).

***Michigan State University: School of Music***

Also a part of the MSU Detroit Center, the School of Music offers many cultural opportunities to area students. Through musical study, the College of Music seeks to “jump start youth development, inspire higher student achievement, teach skills crucial for success in the 21st century economy, and enhance quality of life and learning at all stages” (p. 3, 2012). The School runs an early childhood music program, called “Aspiring Musicians”, for children aged from 3-14 years of age. Programs are also available for adults through the New Horizons Band project, which is for adults that wish to learn an instrument for the first time, as well as experienced musicians that are looking for an opportunity to play again. The NHB performs at a variety of community functions including providing free performances to area senior centers. While the music center has only been in existence since 2009, it has almost doubled in size, educating over 300 community members annually (Community Music, 2012).

***University of Michigan: Connecting Students to Detroit***

Much like Michigan State University, the University of Michigan offers many programs for students from the Ann Arbor campus to get engaged in Detroit. The Leadership and Public Service Fellowship, administered through the Ford School of Public Policy and the Detroit Center, gives graduate students the opportunity to work for the Mayor of Detroit and experience the problems faced by the city. This unique opportunity challenges students to begin problem solving for the needs of an urban community, while simultaneously preparing future leaders for public service (Bohnett, 2012).

The University also offers the UM Semester in Detroit program, a collaborative project with over 50 Detroit non-profits and other organizations that infuse the city with young creative talent and provide aspiring students the knowledge and experience of developing an urban community. The program was founded in 2005 and is run by a joint board of student, faculty, and administrative personnel. Like the Leadership and Public Service Fellowship, the Semester in Detroit program promotes student's community and civic engagement skills and works to make Detroit a better place to live (Story Behind, 2012).

***University of Michigan: Project Healthy Schools***

Project Healthy Schools is an initiative sponsored by the University of Michigan to encourage healthy eating habits early on in a child's development, so that they can carry over into adulthood. The project is targeted at area sixth graders, and aims to stem the tide of the youth obesity epidemic by promoting healthy habits, developing healthier food choices in schools, and developing the system in a sustainable way to allow the program to continue here and elsewhere for years to come. Students also go out and pass the program on to their families,

compounding the success of the healthy schools project into a community wide program (Welcome, 2012).

***Wayne State University: The Front Door***

As a leading institution in the City of Detroit, Wayne State University is a significant agent of change in the city for community and economic development. They are a key player in the development and sustainability of “tech town”, an urban research and technology business park downtown, and have numerous outreach programs, initiatives, and partnerships with local organizations (Founding Partners & Contributors, 2013). One such initiative is “The Front Door for Business Connections”, which is a research, training, technology, and business development center that was established to allow companies and innovators access to university resources and technologies. The Front Door acts as a catalyst for innovators and entrepreneurs in the fields of life sciences, alternative energy, and other high-tech fields (Atkinson, 2013).

***Wayne State University: Wayne Cares***

The Wayne State University Outreach and Engagement office has forged many ties with community leaders and organizations. One such produce of those partnerships is the Wayne State University “Wayne Cares” initiative, which works toward the good of the community through food and basic needs donation drives, disease research fundraising events, and proactive community improvement efforts such as “midtown makeover” (Volunteers/Wayne Cares, 2013). This initiative is set up to “clean and beautify Midtown one block at a time and make Detroit a more beautiful city to live, work, learn and play” (Midtown Makeover, 2013).

***Wayne State University: Live Midtown***

Live Midtown is a residential incentive program that encourages Wayne State University employees and employees from several other large institutions to begin living where they work –

in the City of Detroit. The program provides monetary assistance including loan forgiveness and matching funds for home improvement projects in order to draw more people into the city and away from the suburbs, and hopes to reverse the trend of urban flight that has afflicted the city for decades. By bringing in more individuals and employees into the city proper and out of the suburbs, the city can become more streamlined and efficient, while at the same time revitalizing the old downtown with new residents and new opportunities (Live Midtown, 2013).

### **Flint**

Though there are many universities partnering with the community, The University of Michigan- Flint is the primary institution of higher education promoting development in the city. Through a focus on student involvement, the University Outreach program seeks to meet the needs of the community while “growing” University of Michigan students in Flint. University Outreach programs have a health and environmental focus with emphasis on justice and fairness, which helps promote increased consideration for the actions that students and community organizations take, as well as their impact on the Flint community. University Outreach supports innovation and creativity, and fosters a culture of entrepreneurship to prepare students and community leaders for the challenges of the modern economy (U of M Flint, 2013).

#### ***University of Michigan-Flint: Discovering PLACE Program***

Discovering PLACE partners with Flint area teachers in creating a place based education experience where students can interact with the environment while also meeting educational criteria. Discovering PLACE also provides a video series to help professionally develop teachers to achieve these goals. Supported by the Great Lakes Stewardship Initiative, and founded by the Great Lakes Fishery Trust, this program provides an Environment for Integrating Context model that increases understanding of students through real world application and examination of



concepts. The utilization of this teaching model provides many benefits, including Enhancing student's test scores, improved grades, better critical thinking, higher motivation for achievement, increased environmentally responsible behavior, and other student gains (U of M Flint, 2013).

### ***Flint Corps***

Baker College of Flint, Kettering University, Mott Community College and the University of Michigan-Flint all help to support this multi-campus collaborative partnership network that uses college students to reach out to the Flint community. Students volunteer in a variety of ways, utilizing their own unique skill sets and gaining real world experience at the same time. The program seeks to create a sustainable network for students, community members and organizations to help in the revitalization of Flint and connect university and college students with community organizations. The program is primarily directed toward families and individuals in the community who have been impacted by the rapid growth of poverty in the city (U of M Flint, 2013).

### ***University of Michigan-Flint: My Flint***

University Outreach at the University of Michigan – Flint provides a portal for students to learn about all the things the City of Flint has to offer. Information about things such as culture and recreation, food and drink, nightlife, organizations, places to live, shopping, and services are provided in one easy-to-access location. This program aims to help students and other individuals that are new to the area become better acquainted with the Flint community, and what its available to them. By helping to bridge the gap between students and community members, it increases the likelihood of students staying in the area as well as helping to promote a higher sense of duty to the city of Flint. This is an important step in combating the “brain

drain” that Michigan - and particularly the Flint area - has been suffering from for decades. (U of M Flint, 2013).

***University of Michigan-Flint: Neff Center***

The Neff Center serves as a support facility for university outreach programs. The facility is part of a local area middle/high school and was only possible because of the desired partnership between the school and the University of Michigan - Flint. The Neff Center provides classrooms, research facilities, and offices to students and community leaders to utilize in order to gain the full benefit of various university outreach programs. Flint schools have been very negatively impacted by the continual loss of state and local funding, so by providing state-of-the-art facilities and programs, the underprivileged schools can take advantage of the latest technologies without sacrificing funding they simply do not have (U of M Flint, 2013).

**Grand Rapids**

Grand Valley State University has taken an extremely active role in facilitating community development throughout the Grand Rapids area, the Western Michigan region, and beyond. They embrace the participation of diverse individuals, groups, and organizations in joint projects that bring real, sustainable growth to the region. The University has been particularly supportive of alternative and renewable energy technology, recognizing and rewarding those individuals and organizations who make significant contributions in environmental sustainability. In addition to a sustainability commitment, Grand Valley is home to a number of offices and organizations that work toward the goals of community development in their own unique way (Grand Valley State University Strategic Plan 2010-2015, 2009).

***Grand Valley: Sustainable Community Development Initiative at Grand Valley***

The Sustainable Community Development Initiative is a strategy of Grand Valley State University that attempts to pursue sustainable growth through a balanced approach to environmental, social, and economic factors. The sustainability strategy integrates business and community outreach, sustainability education, campus operations, student involvement, and curriculum development. Through the Sustainable Community Development Initiative, businesses have access to sustainability information and data, regional partnerships, resource sharing opportunities, and the extensive expertise of the SCDI program director and staff (Sustainable Community Development Initiative, 2013).

The SCDI offers internships and scholarships for students who are committed to making a difference when it comes to environmental, social, and fiscal responsibility. To further encourage those individuals, the SCDI recognizes annual “sustainability champions.” These are individuals who, by practice and belief, support the ideals of sustainable practice and using a triple bottom-line approach to problems and issues. The champions have demonstrated that they support both in word and deed, and can be looked to as leaders in sustainability (Sustainable Community Development Initiative Sustainability Champions, 2013).

***Grand Valley: Dorothy A. Johnson Center for Philanthropy***

The Dorothy A. Johnson Center for Philanthropy is an academic center focused on increasing the efficiency and effectiveness of the charitable sector in the Grand Rapids community, as well as “improving the quality of community decision-making with community members in Western Michigan, and encouraging a habit of civic engagement among students, staff, and faculty at GVSU.” The Center also seeks to transform local communities for the common good through applied research, professional development, and the advancement of social technologies (Dorothy Johnson Center for Philanthropy, 2013).

***Grand Valley: Grand Action***

Spearheaded and co-chaired by John Canepa, Dick DeVos and David Frey, Grand Action is a not-for-profit organization comprised of more than 250 individuals from throughout the community. Its primary objectives have been to identify downtown building and revitalization projects, to galvanize public opinion and support for these projects, and to design and implement funding strategies for each project, including securing enough private sector support to guarantee funding from existing public fund (Grand Action, 2013).

***Woodrick Diversity Learning Center***

The Woodrick Diversity Learning Center, housed at Grand Rapids Community College, is an office devoted to “the celebration and respect of human differences through its programs and activities in support of increased social justice and equity among all people” (Woodrick Diversity Learning Center, 2013). Through their numerous programs of diversity and inclusion, students, staff, and the entire community are made aware of the continuing problem of injustice and inequality, as well as given learning opportunities and cultural competency training.

The Diversity Learning Center embraces the celebration of human differences through a wide variety of programs such as educational programs, recognition and scholarships, women’s initiatives and partnerships, community partnerships, and diversity development services (Woodrick Diversity Learning Center, 2013). The Center also houses the “Institute for Healing Racism,” which holds an intense two-day session on the history of racism in North America and connects participants with different racial and ethnic backgrounds to discuss topics such as racism, bigotry, and discrimination (Institute for Healing Racism, 2013).

**RECOMMENDATION****Saginaw**

Just like the other major urban centers in Michigan, Saginaw faces many of the same social and land-use problems. Since the late 1970s, Saginaw has gone through a number of challenges, especially when faced with a dramatically weakened public sector. As with Detroit and Flint, this weakening has been due largely to the austerity measures taken up by various urban municipalities to balance their general fund budget. The City of Saginaw has faced many similar problems as Detroit and Flint, and has implemented very similar austerity strategies to help fix budget shortfalls, including cutting administrative services. Therefore, to confront many of the challenges from these cuts, local leaders have turned to non-profits, foundations, public institutions and private businesses to assist with promoting a high quality of life. As we have noticed with Detroit, Flint and Grand Rapids, institutions of higher learning have instituted programs of community outreach.

Unlike the other cities, in Saginaw, there has been a lack of presence from an institution of higher learning that performs similar outreach in the community. This lack of presence could be because of a few different variables. The first reason could be the neighboring university (Saginaw Valley State University) is only 50-years old and has been in fairly continuous change. The continuous change at Saginaw Valley State University has caused the institution to limit resources to on-campus development and not to institute many off-campus outreach operations.

The second reason is the University has no bricks and mortar presence within the City of Saginaw. As mentioned with the on-campus development, all financial resources have been only dedicated towards on-campus operations. Unlike the University of Michigan-Flint or Wayne State University; Saginaw Valley State University is located about 8-miles from the city center, similar to Grand Valley State University in Grand Rapids. However, Grand Valley State University has built various downtown campuses in the city center of Grand Rapids.

This recommendation suggests that Saginaw Valley State University (SVSU) begins to plan to implement two changes. The first change would be for the institution to concentrate all community and outreach operations under one office at the institution. The suggestion to SVSU would be to consider creating an Office of Community and Civic Relations (OCCR). The second change recommends that SVSU strongly consider investing in the City of Saginaw and placing the OCCR in a Downtown Saginaw storefront.

### **University as a Social Change Agent**

Building upon the success of the various universities in Detroit, Flint, and Grand Rapids, it is entirely feasible that Saginaw Valley State University could work to create a vision for the OCCR that is similar to the university-community partnership offices in these other cities. The OCCR service center should be similar to the outreach offices in Midtown-Detroit, the Neff Center in Flint, or the Johnson Center in Grand Rapids. The OCCR would leverage and maximize the potential civic capacity of undergraduate students, and allow faculty & staff outreach operations within the City of Saginaw. Though the use of human capital provided by undergraduate students and partnerships with non-profit organizations in Saginaw, the OCCR would benefit the community within the City of Saginaw.

### *Human Capital*

As mentioned earlier, non-profit organizations and public institutions are a piece of increasing the quality of life for distressed communities. For many of these non-profit and public institutions, there is a need for human capital in the form of internships and college volunteers (Kaczynski, 2012). This is evidenced by observations made at the South Lansing Community Development Association, LINC in Grand Rapids, and with Hostel Detroit (Kaczynski, 2012).

There has been a major push at universities for undergraduate students to become engaged in experiential learning opportunities within distressed communities (Maurasse, 2001). These experiences range from volunteer opportunities through Habitat for Humanity to service opportunities as an AmeriCorps VISTA. Whatever the opportunity, there is a need for volunteers / interns from non-profit organizations in distressed communities, and a want from college students to engage in those distressed communities. There is no substitute for direct involvement with social innovation for today's students to learn the skills they will need to be innovators themselves. The experience gained by students who contribute their time and effort into supporting these organizations will build the framework for their own careers. While supporting the efforts of community organizations by providing human capital through volunteers and interns, there is always the opportunity of faculty and staff to be available to provide advice and support to local organizations. Following the framework of land-grant universities, these faculty and staff would act in an auxiliary form to teach seminars, mentor residents and be available for expert assistance over local issues.

### *Private Public Partnerships (P3)*

Through the economic upheaval and diminished capacity in the public sector, there is a need for social innovation. There are many individuals and organizations in the private, public and non-profit sectors that are attempting to solve our community problems. The value added these organizations create is nearly immeasurable in the goods and services they provide. However, the disjointed nature of so many individual organizations with overlapping goals and operations lead to an inefficient delivery system of these services. In order for social innovators to more effectively produce meaningful social good and deliver real change, the typical isolationist mentality of these groups must be broken down. The Saginaw Valley State

University Office of Community and Civic Relations (OCCR) can serve as a facilitator of these various community groups.

The OCCR would help to:

- Maximize efficiency; and
- Minimize overlap and waste; and
- Increase value added to the community; and
- Provide expert faculty support; and
- Provide human capital to support and increase operations; and
- Create a framework to bring together innovators; and
- Help guide multiple organizations to work collaboratively rather than independently

The ultimate goal of the OCCR will be to act as a collaboration point for neighborhood non-profits and community organizations to partner. Good actions create good outcomes, but a lack of resources may limit the overall impact by neighborhood non-profits and community organizations. By bringing together all of the smaller pieces from across the community, organizations will have access to the resources they need to create value added in a way they could not before.

Involving the SVSU campus community directly with the Saginaw community will help cement the bond between the citizens of Saginaw and University Center. Currently, there are many programs at SVSU that conduct some form of service within the City of Saginaw. These organizations range from the James A. Barcia Center for Public Policy & Service to the Saginaw Service Corps to the Great Lakes Bay Regional Youth Leadership Institute (Appendix B). While all of these programs do have different program objectives, they all share a similar vision and scope. Organizing these programs to collaborate within one office would also assist outside



partners with maximizing efficiency and the internal programs to receive more exposure to the community.

These efforts are not only designed to help the City of Saginaw, but also help communities across the Great Lakes Bay Region. With this regional lens in mind, the OCCR should follow the best practices of the other Universities mentioned in this report and partner with various agencies and organizations throughout the Great Lakes Bay Region. These organizations range from the regional community foundations to civic associations to smaller neighborhood organizations (Appendix C).

### **University as a Land Developer**

Institutions of higher learning, and more importantly, metropolitan universities bring an element of culture through the various on-campus and off-campus opportunities that are offered to students and the public (Judd, 2004). This university culture raises the quality of life in the community that it surrounds, and attracts those individuals to want to live, work, and play in the same area. Therefore, when universities are located or placed in an economically disadvantaged region, an opportunity arises for the institution to act as a magnet for individuals to visit, and potentially live in the area.

Throughout many of the communities along the I-75 corridor in Michigan, blighted and abandoned buildings have become a commonplace sight as individuals and businesses flee the area faster than new ones move in. This fact means that universities are in a unique position, as they can use their capacity as a non-profit institution to capture these blighted and abandoned structures. Most recently, universities have begun to examine opportunities for capitalizing on state and federal funding to renovate former industrial sites and repurpose them as academic buildings.

There exist numerous examples of universities taking advantage of land that would otherwise sit undeveloped, creating an eyesore for the city and lowering property values in the surrounding areas. For instance, the CUNY system in New York has captured three of these formerly-industrial sites (or brownfield properties) and renovated the spaces to become new classrooms. In Flint, the University of Michigan has partnered with Mott Community College to renovate and house students at a former downtown hotel. Ames, Iowa, has partnered with the state to turn an old milk factory into student housing, and in Philadelphia, an 11-story automobile factory has been transformed into the Pennsylvania Academy of the Fine Arts. There are many more examples of universities taking a proactive role in developing previously un-used land. A former Chicago electric company factory is now the home to apartments for students at a number of local colleges. Brown University recently acquired a former costume-jewelry factory and is turning the building into their new medical school. At the same time, the University of California - Berkeley is transforming a former printing plant into their new art museum. All of these projects saved their institutions millions of dollars because of available grants and loans from state and federal governments (Biemiller, 2010).

These grants and loans are not the only option for universities to expand their campus however. Many metropolitan universities are partnering with local foundations or private developers to create new multi-use developments. In Flint, Michigan, for instance, the C.S. Mott Foundation has paid \$7 million toward transforming a former downtown hotel into a Riverfront Residence Hall to house 541 students at the University of Michigan – Flint (Burge, 2010). All across the nation, universities are engaging in these partnerships with private developers to construct multi-use residential living facilities with apartment units on the top floors and space for businesses on the ground floor. This set-up is extremely beneficial for the community,

university, and especially the developers, as they also manage the residential units on the top floors (Carlson, 2012).

In the Midwest, many colleges and universities have taken to renovating and revitalizing old buildings to serve a public purpose. For instance, Carleton College in Northfield, Minnesota, partnered with the local school system to re-purpose an old school building, and was successful in transforming the building into a 127,000 square foot space for art school classrooms, along with common spaces for the public and students at the College (Carlson, 2012). At the same time, an old millwork factory in Dubuque, Iowa, is being renovated to create more than 1 million square feet of space for multi-use development. A portion of this space will be reserved for classroom and residential hall space for the local universities and community college, while the rest will be open to development (Trenkner, 2010).

One of the challenges that urban planners and public policy makers have to face is the fact that different cities have different needs, and a solution in one location may only make a situation worse in another. This is compounded by the significantly different cultures that universities may have in different regions. Metropolitan institutions do, however, share a similar cultural connection and understand the different needs of the cities they are located within. As with the scenarios that have been listed, metropolitan universities are being very proactive with community and economic development.

In Saginaw, the development of a community outreach service center would not only serve to provide outreach activities, but also help to redevelop property in downtown Saginaw. This is particularly important as Saginaw has a number of former industrial properties that are either hold little incentive for investment, or are simply too expensive to clean up and redevelop. Just like the University of Michigan and Michigan State University properties in Midtown

Detroit, of the University of Michigan-Flint in Downtown Flint, the best option for a community service center in Saginaw would be locating it on the ground floor of a multi-use development property, with residential units on the upper floors, and a storefront on the first floor. This would provide an excellent opportunity for an otherwise-unused building to be repurposed, and also give Saginaw Valley State University a real, tangible presence in the city of Saginaw.

### **Project Funding**

Capital funding for the Saginaw Valley State University Office of Community and Civic Relations (OCCR) will be provided through grants and foundations (among other sources). This will take shape with the assistance of several key stakeholders from the Saginaw community, Great Lakes Bay Region, the State of Michigan, and the federal government. Each of the following organizations has a stake in the revitalization of the Saginaw community and has granting opportunities to assist with the development of the OCCR. Through the examination of other similar projects in Flint and Detroit, the funding required to start the OCCR is projected to be around \$200,000. This funding would come through many different “soft money” sources that range from grants with local community foundations to funds coming from the private sector (Appendix D).

### **CONCLUSION**

Metropolitan cities generate massive needs for housing, education, healthcare, transportation, and welfare (Friedman, 1986). Unfortunately, it is much more difficult to provide for these needs when a city like Saginaw has lost thousands of jobs, residents, and the tax revenue that comes along with them. In Saginaw, these problems are compounded by continued tensions between racial groups and social classes. These racial and social conflicts are by no means limited to Saginaw, however. In fact, according to Dr. John Friedman, in many rust belt

cities, “the overall result is a steady state of fiscal and social crisis in which the burden of capitalist accumulation has been systematically shifted to the politically weakest, most disorganized sectors of the population” (1986, p.79). This is an extremely harmful trend that must be reversed if Saginaw (or any once-great rustbelt metropolis) is to once again become an attractive, livable city.

To that end, University-community partnerships have been developed, and are taking place all over the United States. Community and civic leaders have realized that the potential talent and resources that universities can provide to promote economic and community development. However, members of a university cannot do this alone, and must realize that a shared vision needs to be developed with buy-in from all members of a community. This community engagement is necessary to successfully reach the goal of economic and community development, while at the same time avoiding the mistakes made in the past.

Saginaw Valley State University is in the perfect position to collaborate with the City of Saginaw. As compared with other institutions of higher learning in Detroit, Flint and Grand Rapids, SVSU has the capacity to be a sustainable partner with many economic and community development programs. As shown, there are many current organizations in Saginaw that are similar to organizations in Detroit, Flint and Grand Rapids that could be excellent partners for the OCCR.

Also, SVSU can be a social change agent and champion in the city center area. By following the best practices of partnering institutions, SVSU can indeed fulfill the role of assisting the City of Saginaw in their diminished capacity through the current (and possible future) programs which assist in community development. As was listed earlier, there are eight

programs that currently operate in the City and could expand the impact of their operations through the OCCR.

Finally, Saginaw Valley has the capacity as an institution to be a land developer in Saginaw. Institutions of higher learning all over the United States are developing storefronts, former industrial buildings and building new structures in downtown areas. Creating a footprint in a downtown neighborhood merits many positive externalities, not only for the institution, but also for the community itself.

Cities and communities all over the United States have suffered from economic disinvestment, which has caused the area to become distressed. Some cities and communities have chosen to work with universities to help solve some of these issues. In turn, some universities have chosen to come down from the “Ivory Tower” to work with those cities and communities.

Detroit, Flint and Grand Rapids have done an excellent job working with their neighboring institutions to create robust partnerships. Saginaw Valley State University should follow the path of their fellow state universities and begin the conversation about what their town-gown relationship will look like. An office for community outreach is only the first step of many steps towards a long-term, robust, town-gown agenda.

**APPENDIX A**

	Saginaw	Flint	Grand Rapids	Detroit
<b>Demographics</b>				
Population	51,230.00	101,558.00	189,815.00	706,585.00
Population Density	2,971.20	3,065.40	4,235.60	5,144.30
White (%)	43.5%	37.4%	64.6%	10.6%
Black (%)	46.1%	56.6%	20.9%	82.7%
<b>Education</b>				
High School Diploma	77.8%	81.4%	82.7%	77.1%
Bachelor's Degree	10.7%	11.5%	27.6%	12.2%
<b>Economic</b>				
Median Household Income	\$27,445.00	\$26,621.00	\$38,731.00	\$27,862.00
Homeownership Rate	62.0%	55.9%	57.5%	53.8%
Persons Below Poverty Level	36.9%	38.2%	25.5%	36.2%
Total Number of Firms	3,542.00	7,057.00	15,528.00	50,588.00
Retail Sales Per Capita	\$4,160.00	\$7,659.00	\$7,771.00	\$3,567.00
<b>Crime</b>				
Violent Crimes	433	909	616	6198
Violent Crimes per 1000	8.45	8.95	3.25	8.77
Ranking	3rd	2nd	NR	4th

**APPENDIX B*****SVSU: Center for Public Policy & Service***

Affiliated with SVSU's Department of Political Science, the Center for Public Policy & Service facilitates student's participation in activities designed to strengthen the democratic process, and is dedicated to building individuals' civic capacity and discussing issues of community development (Center for Public Policy & Service, 2012). The Center is similar in many regards to Grand Action at Grand Valley State University, as both programs have an interest on community development and community outreach.

***SVSU: Foundation Scholars***

The SVSU Foundation Scholars program includes common coursework for a select group of incoming students, as well as the development and completion of a service learning project (Saginaw Valley State University, 2013). This program is similar to the program at the University of Michigan - Flint because it seeks to promote community service within the campus community by providing special recognition and opportunity for students to become involved with community service projects. These opportunities are supplemented by educational activities that simultaneously seek to improve the leadership abilities of students.

***SVSU: Great Lakes Bay Region Living Leadership Program***

The Great Lakes Bay Region Living Leadership Program at SVSU is a capstone course in the Leadership & Service Minor. This program offers students the opportunity to live, work, and take a class in the City of Saginaw in order to gain a deeper understanding of the local government and community programs. This program is very similar in many regards to the "Connecting Students in Detroit" that is administered by the University of Michigan.

***SVSU: Great Lakes Bay Region Education Collaborative***



In order to strategically plan to improve the achievement of all students and staff in K-12 school districts in the region, numerous subcommittees actively work toward carrying out the goals of the Great Lakes Bay Region Education Collaborative. In addition, the Interim Associate Dean is a member of the Great Lakes Bay Region Alliance Board to support future outreach and communication opportunities (Great Lakes Bay Region, 2013). This collaborative seeks many of the same outcomes as the outreach center at the University of Michigan-Flint.

***SVSU: Greenhouse***

The Green Cardinal Initiative, together with SVSU and SVSU's WIRED grant from the Department of Labor and the SVSU Foundation turn recycling waste from Dining Services into organic fertilizer. This allows for the use of the byproduct to be used in a hydroponics system that takes up less space but produces more yield per unit and allows for the production of herbs, fruits, and vegetables that is returned to campus for fresh produce (Saginaw Valley State University, 2013). This program is similar to the outreach program at the University of Michigan-Flint, as both programs seek to improve the efforts at community development.

***SVSU: Great Lakes Bay Regional Youth Leadership Institute***

The Great Lakes Bay Regional Youth Leadership Institute is a yearlong program that provides learning experiences for high school students to reflect on their own leadership styles, understand the importance of diversity and citizenship, and discuss areas for personal growth (Saginaw Valley State University, 2013). This program is very similar to programs implemented at the University of Michigan - Flint office of University Outreach. Each program provides opportunities for students to attend comprehensive training sessions focused on educating and training for leadership skills applicable to a wide range of career fields and occupations.

***SVSU: Office of Diversity Programs***

The Office of Diversity Programs at SVSU hosts a variety of events throughout the year to teach and promote diversity in the Saginaw area. The office provides scholarships to minority high school students to help them achieve their goal of post-secondary education. The office also trains SVSU instructors as well as members of the community in diversity and inclusion programs that seek to help companies continue to grow in an increasingly diverse community. (Office of Diversity Programs, 2013) The programs from this office are very similar to the programs that are currently administered through the University of Michigan—Midtown Detroit Center.

***SVSU: Public History Program***

The Public History program at Saginaw Valley State University is a minor available to SVSU students who are interested in museum studies, archives management, historic preservation, and urban revitalization projects. The minor requires an internship, which students may fulfill through a wide variety of service projects, volunteer opportunities, or traditional internships in state, local, or national positions.

The Public History program has the potential to operate in a manner that is very similar to what *Grand Action* does in Grand Rapids. *Grand Action* attempts to identify buildings and revitalization projects in order to spur reinvestment and redevelopment in the downtown area. Although only begun quite recently, the public history program at Saginaw Valley State University emphasizes the need for urban core redevelopment, as well as the use of historic preservation to spur local and statewide interest in a particular location. The rapidly growing public history program has a fairly large number of students and volunteers they can draw upon

for revitalization projects, whether through internships, volunteer opportunities, or both (Saginaw Valley State University).

## APPENDIX C

### *Possible Community Partners for SVSU Center:*

**AmeriCorps:** AmeriCorps provides a wide range of community services in many fields in order to improve the communities of Americans all around the country.

**Downtown Saginaw Farmers Market:** Urban areas commonly face a lack of access to nutritious food in what is commonly known as the “food desert.” The Saginaw Farmers Market seeks to bring high quality, nutritious food to the people of Saginaw from local farmers around Saginaw City helping not only feed the Saginaw community but drive economic growth of local farmers.

**Great Lakes Revolving Fund:** The Great Lakes Revolving Fund seeks to provide readily accessible capital to environmental projects in the Great Lakes area, the nation’s largest fresh water ecosystem. Since 2002 the fund has been able to protect more than 90,000 acres valued at more than 150 million dollars.

**Michigan Trails and Greenway’s Alliance:** The MTGA already has plans to develop a trail that will run throughout the Tri-City area. Partnering with them would allow students and the university to assist with the \$450,000 project as well as help develop new programs for greenways within the city of Saginaw (Tower, Mark, 2013).

**Morley Foundation:** The Morley Foundation is a philanthropic, non-profit organization whose purpose is to responsibly invest resources and grant monies to legitimate needs in the areas of welfare, health, education, civic improvement and the humanities. The Foundation is exclusively for charitable, scientific, and educational purposes, in Michigan with major emphasis in Saginaw County.

**Pride in Saginaw:** "Positive Results In a Downtown Environment" (or PRIDE), is an

. It strives to create a positive, constructive image of the Downtown area, unify, coordinate and support the common efforts of various organizations, and promote and stimulate ongoing activities attractive to people and businesses. PRIDE in Saginaw, Inc. is a non-profit corporation, which continues to contribute to the cultural, social, recreational and economic life of the Saginaw community.

**Prima Civitas:** The Prima Civitas Foundation is a unique economic development organization. Together with its extensive knowledge resources and experienced public and private sector partners, they pilot initiatives that quickly address Michigan's economic challenges. They believe that through international development, innovation, talent, and targeted community support, they can become a "disruptive" catalyst for Michigan's economy.

**Saginaw Art Museum:** The Saginaw art museum provides opportunities for members of the Saginaw community to experience cultural enrichment through art exhibitions and education.

**Saginaw Arts & Enrichment Commission:** Provides opportunities for the Saginaw community to experience cultural enrichment through art, theater, music, dance, and other shows and events.

**Saginaw Community Foundation:** The foundation's goal is to help improve the quality of life for Saginaw County by serving as a community leader, supporting philanthropy in the

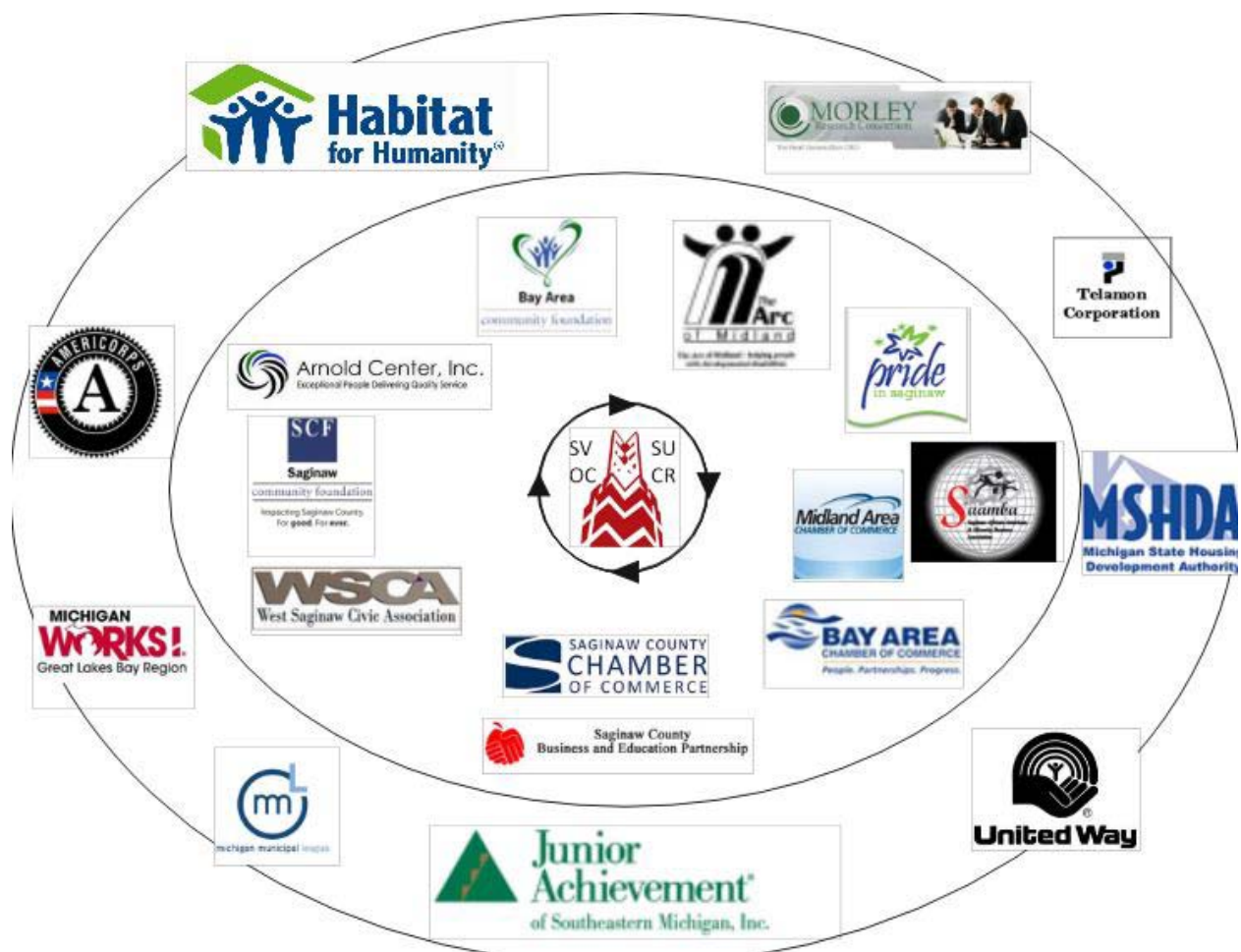
community, helping individuals meet their charitable goals, and building permanent endowments.

**Saginaw River Marine Historical Society:** The Historical Society seeks to protect and maintain important parts of Saginaw's history specifically in regards to its era as a lumber town and the lighthouse erected in 1831.

**State of Michigan Department of Community Health:** Partnering with the MDCH would allow SVSU to provide programs similar to Project Healthy Schools to the Saginaw community. The state has targeted public health as a significant issue and Saginaw Valley could be a positive tool for implementing the state's programs into the city. (Healthy Michigan, 2013)

**Telamon Corporation:** Chartered as a nonprofit organization, its purpose is to improve the lives of those in need. They do that through the operation of a diverse array of programs for farmworkers, children from low-income families and other groups with special needs. They provide literacy and early childhood education, childcare, job training, emergency services, temporary or permanent housing opportunities, mortgage assistance and a number of other services.

**West Saginaw Civic Association:** The West Saginaw Civic Association is a group of people dedicated to improving Saginaw's west side. Their members are business owners, property owners, and managers of west Saginaw's businesses and non-profits. Meetings are open to all members of the association and anyone interested in learning more about the developing projects in west Saginaw.

**DIAGRAM OF OCCR PARTNERS***Agents of Social Change in the Community*

## 1) Americorps

- A program of the U.S. federal government engaging adults in intensive community service work with the goal of "helping others and meeting critical needs in the community." By partnering with Americorps, Saginaw Valley State University can increase the amount of manpower available to work on community projects by attracting hard-working, dedicated individuals that have a deep-seated desire for social good. A dedicated Americorps vista worker can also bring an outside perspective to the projects implemented by Saginaw Valley State University, and help to increase the efficacy of their implementation.
- <http://en.wikipedia.org/wiki/Americorps>

## 2) Arc of Midland

- The Arc of Midland is a nonprofit organization which promotes the general welfare of people with developmental disabilities and increases their presence, participation and inclusion in the community. If Saginaw Valley State University is going to successfully create a strong community presence in the city of Saginaw, it is vital to create connections with as many people as possible. By supporting those who are generally disadvantaged, the university can not only forge social connections among a rather large group of individuals, but increase its own social presence throughout the city, as well as building good relations among the population of the city as a whole.
- <http://www.thearcofmidland.org/>

## 3) Arnold Center, Inc.

- The Arnold Center is a non-profit community rehabilitation organization that was incorporated in 1967. The agency's purpose, through collaboration with community partners, is to serve as a catalyst for improving the quality of life of the persons they serve. They are a provider of vocational and related training programs for those that wish to expand their knowledge and employability. This is particularly relevant in a city such as Saginaw, which is suffering from above-average unemployment due to – among other things – the decline of the auto industry in Michigan. By partnering with the Saginaw Valley State University, the Arnold Center can have access to more resources and manpower, allowing them to reach and educate more people throughout Saginaw. This is a vital step toward reducing unemployment and poverty, while also priming the city from a transition to a auto-centric economy to a knowledge-based one.
- <http://www.arnoldcenter.org/>

## 4) Bay Area Community Foundation

- The Bay Area Community Foundation works with individuals, families, businesses and organizations to create permanent endowment funds that help our region meet the challenges of changing times. The Bay Area Community Foundation has an emphasis on both community building and awarding grants that improve the quality of life throughout Bay City and the Great Lakes Bay Region. Specifically, the Bay Area Community Foundation likes to focus on making college available and affordable for first-generation students, providing scholarships and youth development resources, as well as investing in arts and culture, education and youth, the environment, health and wellness, human services, and recreation. Saginaw Valley State University has already shown a commitment to each and every one of those goals, and partnering with the Bay



Area Community Foundation is a natural step toward accomplishing their mutual goals.

- <http://www.bayfoundation.org/>

5) Morley Foundation

- The Morley Foundation is a philanthropic, non-profit organization whose purpose is to responsibly invest resources and grant monies to legitimate needs in the areas of welfare, health, education, civic improvement and the humanities. The Foundation is exclusively for charitable, scientific, and educational purposes in Michigan, with major emphasis in Saginaw County. This Saginaw-based approach toward an improved quality of life for residents makes the Morley Foundation a natural match with Saginaw Valley State University. An improvement in the fortunes of the community through philanthropic good and civic improvement will not only improve the residents within Saginaw, but will also improve the university itself.
- <http://www.morleyfdn.org/>

6) Saginaw Community Foundation

- Founded in 1984, the Saginaw Community Foundation works to improve the quality of life in Saginaw County by linking donor interests with the community's most pressing needs and promising opportunities. Their mission is to help enhance the quality of life for the Saginaw County community. Considering that both the Saginaw Community Foundation and Saginaw Valley State University would benefit from the increased fortunes of the community, having both institutions partner together is an effective way of working toward their respective goals.
- <http://www.saginawfoundation.org/site/about/>

7) Telamon Corporation

- Chartered as a nonprofit organization, The purpose of the Telamon Corporation is stated as improving the lives of those in need. This is accomplished through the operation of a diverse array of programs for farmworkers, children from low-income families and other groups with special needs. They also provide literacy and early childhood education, childcare, job training, emergency services, temporary or permanent housing opportunities, mortgage assistance and a number of others programs. Although many of these initiatives are unique to the Telamon Corporation, some, such as job training and youth education are also being put forward by other organizations in the community. As a partner, Saginaw Valley State University could facilitate collaboration between the Telamon Corporation

and other institutions that are working toward similar goals, ensuring increased efficacy and synergetic outcomes.

- <http://www.telamon.org/>

8) West Saginaw Civic Association

- The West Saginaw Civic Association is a group of people dedicated to improving Saginaw's west side. Their members are business owners, property owners, and managers of west Saginaw's businesses and non-profits. Meetings are open to all members of the association and anyone interested in learning more about the developing projects in west Saginaw. Considering that both the Saginaw Community Foundation and Saginaw Valley State University would benefit from the increased fortunes of the community, having both institutions partner together is an effective way of working toward their respective goals.
- [http://westsaginawcivicassociation.org/?page\\_id=119](http://westsaginawcivicassociation.org/?page_id=119)

9) Bay Area Chamber of Commerce

- Founded in 1882, the Bay Area Chamber of Commerce has been the premier business leadership organization providing cutting-edge, value-added services to all members of the Bay Area business community, including the Great Lakes Bay Region. They serve as an ambassador for the community and a liaison between business and other sectors of the community. It is vital that Saginaw Valley State University not only create outreach to the citizens of Saginaw, Bay City, and the larger Great Lakes Bay Region, but to the business community as well. By establishing professional relations with the Bay Area Chamber of Commerce, the university can immediately work toward investing in those value-added services throughout the community, creating a better business environment and more attractive living situation overall.
- <http://www.baycityarea.com/>

10) Great Lakes Bay Michigan Works

- Michigan Works! Association builds and maintains strong relationships with legislators and advocates on behalf of the Michigan Works! System. Through the Association, members can access timely, relevant professional development opportunities to ensure high-quality programs and service delivery to all customers. The Association also convenes meetings as a way for members to network and share best practices, and coordinates events to promote the Michigan Works! System. By working toward developing a well-educated and skilled workforce, Michigan Works! and Saginaw Valley State University would be well-suited in working together to achieve their common goals. For instance, Saginaw Valley State University has the resources to offer job training programs in

conjunction with Michigan Works! to help build a workforce that is capable of adapting to the changing economy.

- <http://michiganworks.org/about/michigan-works-association/>

#### 11) Junior Achievement

- Junior Achievement is the world's only organization dedicated to promoting financial literacy, entrepreneurship and work readiness in our next generation's students. They provide volunteer-led classroom programs that empower students to own their future economic success. This goal is vital toward improving the economic future of the Great Lakes Bay Region, and can be vastly improved by having an independent agent of change such as Saginaw Valley State University to coordinate the efforts of Junior Achievement with other institutions that focus on developing entrepreneurship and business development. This is another step that can be taken to ensure the economic transition of the Great Lakes Bay Region from industrial to knowledge-based.
- <http://northeastmichigan.ja.org/>

#### 12) Michigan Municipal League

- Through advocacy at the state and federal level, the Michigan Municipal League proactively represents municipalities to help them sustain highly livable, desirable, and unique places within the state. They create and offer members services and events that range from traditional to cutting edge, in order to help educate and inspire them to remain focused on their passion for the area they represent. They are a non-profit agency that acts with the fervor of entrepreneurs; their people are dynamic, energetic and highly approachable, passionately and aggressively pushing change for better communities. Effective community development needs to incorporate the citizenry and the business community, while also reaching out to the future business leaders and entrepreneurs to develop an environment that is friendly toward business development and innovation. Saginaw Valley State University can help facilitate this relationship by allowing those entrepreneurs access to the resources needed to get a foothold in the local marketplace, bettering the community and creating a self-reinforcing cycle of community improvement, increased marketplace opportunities, and business innovation.
- <http://www.mml.org/about/index.html>

#### 13) Michigan State Housing Development Authority

- The Michigan State Housing Development Authority (MSHDA), established in 1966, provides financial and technical assistance through public and private partnerships to create and preserve safe and decent affordable housing, engage in

community economic development activities, develop vibrant cities, towns and villages, and address homeless issues. If Saginaw wants to stem the flow of people leaving the city (and the erosion of the tax base that comes with it), then it is vital that housing is not only affordable, but attractive. Saginaw Valley State University, in working with several other community agencies, can help develop the economic base of the city, help alleviate poverty, and in turn, make Saginaw a more attractive place to live.

- <http://www.michigan.gov/mshda/0,4641,7-141-7559-217947--,00.html>

14) Midland Area Chamber of Commerce

- The Midland Area Chamber of Commerce is your source to connect with a wider business network. Their members are a vibrant, active group that keeps the Midland business climate successful. It is vital that Saginaw Valley State University not only create outreach to the citizens of Midland, but to the business community as well. By establishing professional relations with the Midland Area Chamber of Commerce, the university can immediately work toward investing in those value-added services throughout the community, creating a better business environment and more attractive living situation overall.
- <http://www.macc.org/>

15) Pride in Saginaw

- "Positive Results In a Downtown Environment" (or PRIDE), is an organization of volunteers formed to develop and promote Downtown Saginaw. It was started in 1975 through the joint efforts of the downtown business community, the Junior League and the City of Saginaw, to stop the exodus of business, the erosion of the tax base and deterioration in the Central Business District. The goals of PRIDE are to attract new business to the downtown, encourage and support the existing business and professional community, and to improve and beautify the downtown environment. It strives to create a positive, constructive image of the Downtown area, unify, coordinate and support the common efforts of various organizations, and to promote and stimulate ongoing activities attractive to people and businesses. PRIDE in Saginaw, Inc. is a non-profit corporation which continues to contribute to the cultural, social, recreational and economic life of the Saginaw community. Each of Pride's goals is something that Saginaw Valley State University has either already been working toward accomplishing, or has the resources to work for it. Therefore, a partnership between Pride in Saginaw and Saginaw Valley State University is a natural way of combining the efforts of the two organizations and drastically increasing the efficacy of the end results.
- [http://www.prideinsaginaw.org/about\\_pride/](http://www.prideinsaginaw.org/about_pride/)

## 16) Saamba

- The Saginaw African-American and Minority Business Association's primary purpose is to provide advocacy for the creation and development of minority business in the Saginaw, state of Michigan, North American and international regions. As a majority-minority city, it is important that African Americans and other minorities that make up the larger portion of the city's population have equal opportunity to become entrepreneurs and innovators. Saginaw Valley State University can become a positive agent of change in the community by partnering with the Saginaw African-American and Minority Business Association, and providing them with the resources they need to establish themselves and their businesses in the community.
- <http://www.saamba.us/about-saamba.html>

## 17) Saginaw County Business and Education Partnership

- The SCBEP see a countywide, world-class community with a prosperous, globally competitive economy that provides economic opportunity and an excellent quality of life for all residents. The purpose of the Saginaw County Business & Education Partnership is to collaborate with businesses and schools to increase academic achievement and workforce readiness skills within our region. This is another organization that Saginaw Valley can work with, coordinating their efforts with the efforts of other institutions in improving the overall quality and knowledge of the region's workforce.

## 18) Saginaw County Chamber of Commerce

- Since 1863, the Saginaw County Chamber of Commerce has been a leading advocate and champion for business. We are a not-for-profit, growing coalition of hundreds of businesses from the Great Lakes Bay Region and beyond. A catalyst for change, the Chamber builds strong partnerships by focusing its members and resources on local, regional and statewide priorities that make our community a great place to live, work, learn and play.
- <http://www.saginawchamber.org/>

## 19) United Way

- The United Way works toward improving lives by mobilizing the caring power of communities around the world to advance the common good. The United Way is currently halfway through a three-pronged 10-year plan to improve education by cutting the rate of high school dropouts in half, help achieve financial stability for low-income families, and by promoting healthy lives by increasing the number of healthy young adults by one-third. These three problems are particularly relevant in Michigan – and Saginaw especially – where the poverty rate is well above

average, the education system is chronically underperforming, and the rate of obesity throughout the state is 10th in the nation (a fact that isn't helped by vast food deserts throughout locations like Saginaw). Saginaw Valley State University can easily work in tandem with the United Way of Saginaw to improve education, alleviate poverty and improve financial stability, and invest in programs that increase healthy habits and attitudes. These are major problems facing the city that the university would benefit from having alleviated.

**APPENDIX E****PROJECT FUNDING**

<b>Saginaw Community Foundation</b>	Projected contribution: \$30,000
<b>United States Agency for International Development</b>	Projected contribution: \$10,000
<b>Volunteer Generation Fund</b>	Projected contribution: \$10,000
<b>National Trust for Historic Preservation</b>	Projected contribution: \$5,000
<b>Ford Foundation</b>	Projected contribution: \$10,000
<b>Michigan Humanities Council</b>	Projected contribution: \$15,000
<b>Dow Chemical Community Grant</b>	Projected contribution: \$20,000
<b>The Dow Corning Foundation</b>	Projected contribution: \$25,000
<b>James A. &amp; Faith Knight Foundation</b>	Projected contribution: \$15,000
<b>U.S. Department of Housing and Urban Development</b>	Projected contribution: \$10,000

The Saginaw Community Foundation is one of the biggest stakeholders in the region and is expected to be a leading partner with the OCCR in helping to revitalize Saginaw. Saginaw Community Foundation seeks to improve the quality of life for the residents of Saginaw County by matching the community's most pressing needs to the interests of donors.

Projected contribution: \$30,000

The United States Agency for International Development through the Development Grants Program seeks to strengthen community organizations to help promote healthy civil society with a focus on accountability, responsiveness, and sustainability.

Projected contributions: \$10,000

The Volunteer Generation Fund is designed to help recruit, train, and retain quality skilled volunteers dedicated to addressing important needs in communities across America.

Projected contributions: \$10,000

The National Trust for Historic Preservation seeks to enrich communities by providing resources to bring new life to historic places within those communities. The OCCR site selection could follow these principles by selecting and revitalizing a historic site within Saginaw.

Projected contributions: \$5,000

The Ford Foundation, while operating on a global scale, has historical ties to the urban centers of Michigan. The Ford Foundation seeks to reduce poverty and injustice, and promote democratic principles, free expression, and human achievement.

Projected contributions: \$10,000

The Michigan Humanities Council seeks to emphasize collaboration between cultural, educational, and community organizations to promote the preservation and expansion of Michigan culture all across the state.

Projected contribution: \$15,000

The Dow Chemical Dowgives Community Grant provides funding for projects that seek to improve the success of communities across the state, making them better places to live and work.

Projected contributions: \$20,000

The Dow Corning Foundation seeks to improve the vitality and quality of life in communities where its employees live.

Projected contributions: \$25,000



The James A. & Faith Knight Foundation strives to improve the health of the non-profit sector by promoting internal capacity. Capacity building is key to improving performance, enhancing productivity and efficiency.

Projected contributions: \$15,000

The U.S. Department of Housing and Urban Development Community Development Block Grant Entitlement Community Grants provide funding for organizations that attempt to improve the quality of life in metropolitan communities across the country focused primarily on low and moderate income areas.

Projected contributions: \$10,000

**WORKS CITED**

- Association of Public Land Grant Universities, [www.aplg.org](http://www.aplg.org). Accessed August 19, 2009.
- Atkinson, D. (2013). About. In *The Front Door for Business Connections at Wayne State University*. Retrieved August 27, 2013, from <http://www.thefrontdoor.wayne.edu/about/>
- Biemiller, L. (2010). "Could an Old Factor Be Your College's Next Building?" The Chronicle of Higher Education. November 5, 2010. Washington D.C.
- Bernard, Richard M. (1991). *Snowbelt Cities: Metropolitan Politics in the Northeast and Midwest since World War II*. Bloomington: Indiana University Press.
- Blumenstyr, G. (2010). "Expansion in Mind, Colleges Snap Up Real Estate in Buyers' Markets". The Chronicle of Higher Education. January 22, 2010. Washington D.C.
- Blumenstyr, G. (2011). "Silicon Valley, New York-Style". The Chronicle of Higher Education. October 28, 2011. Washington D.C.
- Burge, K. (2010). "Riverfront Residence Hall to increase from 243 beds to 241". The Michigan Times. February 15, 2010. Flint.
- Campbell, John R. (1995). *Reclaiming a Lost Heritage: Land Grant and Other Higher Education Initiatives for the Twenty-First Century*. Ames: Iowa State University Press.
- Carlson, S. (2009). "In a Shrinking City, a University Offers a Bold, and Chancy, Vision of Growth". The Chronicle of Higher Education. August 7, 2009. Washington D.C.
- Carlson, S. (2010). "The College President as Urban Planner". The Chronicle of Higher Education. January 29, 2010. Washington D.C.
- Carlson, S. (2012). "In an Old School Building, Carleton College and Its Community Enjoy New Lessons". January 27, 2012. Washington D.C.
- Carlson, S. (2012). "Colleges and Developers Find Common Ground to Build Student Housing". The Chronicle of Higher Education. February 17, 2012. Washington D.C.
- Center for Business and Economic Development. (2012). In *Saginaw Valley State University*. Retrieved March 7, 2013, from <http://www.svsu.edu/cbed/>
- Detroit (2013). In *The Kresge Foundation*. Retrieved August 27, 2013, from <http://kresge.org/programs/detroit>

Deveraux, Brad. (2012). *FBI: Saginaw Third in US in Number of Violent Crimes Per Capita*.

Retrieved March 7, 2013, from: mlive.com

Dorothy A. Johnson Center for Philanthropy. (n.d.). In *Grand Valley State University*. Retrieved

March 2, 2013, from <http://www.gvsu.edu/jcp/>

Dow Student Research & Creativity Institute. (2012). In *Saginaw Valley State University*.

Retrieved March 7, 2012, from <http://www.svsu.edu/srci/>

Duderstadt, James. (2008). *The Michigan Roadmap Redux*. Ann Arbor: University of

Michigan.

Encore Coming of Age Learning Lab. (n.d.). In *Dorothy A. Johnson Center for Philanthropy*.

Retrieved March 2, 2013, from <http://www.gvsu.edu/jcp/coming-of-age-learning-lab-198.htm>

Federal Bureau of Investigation. (2012). *Preliminary Semiannual Uniform Crime Report*.

Retrieved March 7, 2013, from FBI.gov

Founding Partners & Contributors (2013). In *Tech Town Detroit*. Retrieved August 27, 2013,

from <http://techtowndetroit.org/#/about-us/founding-partners-contributors/>

Friedman, J. (1986). *"The World City Hypothesis"*.

Glazer, Lou. (2009). *New Agenda for a New Michigan - 2<sup>nd</sup> Annual Progress Report*.

Grand Action. (n.d.). In *Grand Action*. Retrieved March 2, 2013, from <http://grandaction.org/>

Grand Action Foundation. (n.d.). Planning for Grand Rapids Urban Market. In *Grand Action*

*Foundation*. Retrieved March 2, 2013, from

[http://www.grfoundation.org/docs/publications/gg-Grand\\_Action\\_2.pdf](http://www.grfoundation.org/docs/publications/gg-Grand_Action_2.pdf)

Grand Valley State University Business Alliance. (n.d.). In *Grand Valley State University*.

Retrieved March 2, 2013, from <http://www.gvsu.edu/businessalliance/>

Grand Valley State University Strategic Plan 2010-2015. (n.d.). In *Grand Valley State*

*University*. Retrieved March 2, 2013, from [http://www.gvsu.edu/cms3/assets/61697910-910A-8DF3-C277AFB5E6D3E506/gvsu\\_strategic\\_plan\\_2010-2015\\_web.pdf](http://www.gvsu.edu/cms3/assets/61697910-910A-8DF3-C277AFB5E6D3E506/gvsu_strategic_plan_2010-2015_web.pdf)

Gurwitt, Rob. (2008, May 1). Med's, Eds, and Urban Revival. *Governing Magazine*.

Independent Testing Laboratory. (2012). In *Saginaw Valley State University*. Retrieved March 7,

2012, from <http://www.svsu.edu/cbed/itl/>

- Institute for Healing Racism (n.d.). in *Woodrick Diversity Learning Center*, Retrieved March 17, 2013, from <http://cms.grcc.edu/woodrick-diversity-learning-center/programs/institute-healing-racism>
- Judd, Dennis R. & Swanstrom, Todd. (2004). *City Politics*. New York: Pearson Press.
- Kaczynski, John. (2012). *Internships in Distressed Communities*. East Lansing: Michigan State University Center for Economic and Community Development.
- Kitchens, Ron. (2008). *Community Capitalism*. Kalamazoo: Authorhouse.
- Live Midtown (2013). In *Wayne State University*. Retrieved August 27, 2013, from <http://wayne.edu/livemidtown/>
- Maurrasse, David J. (2001). *Beyond the Campus: How Colleges and Universities Form Partnerships with Their Communities*. New York: Routledge Publishing.
- Michigan Alternative & Renewable Energy Center. (2013). Business Incubator Program. In *Grand Valley State University*. Retrieved March 2, 2013, from <http://www.gvsu.edu/marec/business-incubator-program-112.htm>
- Michigan Small Business & Technology Development Center. (2013). Our Mission. In *Grand Valley State University*. Retrieved March 3, 2013, from <http://misbtdc.org/who-we-are/our-mission/>
- Michigan Small Business & Technology Development Center New Ventures. (2013). Our Mission. In *Grand Valley State University*. Retrieved March 3, 2013, from <http://misbtdc.org/small-business-team/>
- Midtown Makeover (2013). In *Wayne State University*. Retrieved August 27, 2013, from <http://wayne.edu/communityengagement/waynecares/midtown-makeover.php>
- Newman, John Henry. (1996). *The Idea of a University*. Yale University Press, New Haven, CT.
- Osborne, David. (1990). *Laboratories of Democracy*. Boston: Harvard Business School Press.
- Saginaw Valley State University. (2013). History Minor in Public History. Retrieved April 1, 2013, from [http://catalog.svsu.edu/preview\\_program.php?catoid=18&poid=1782&returnto=257](http://catalog.svsu.edu/preview_program.php?catoid=18&poid=1782&returnto=257)
- Sederburg, William S. (1994). *Economic Problems: Issues and Policy*. William S.

- Browne & Kenneth Verberg. *Michigan Politics and Government*. Lincoln: University of Nebraska Press.
- Sustainable Community Development Initiative Sustainability Champions. (n.d.). In *Grand Valley State University*. Retrieved March 2, 2013, from <http://www.gvsu.edu/sustainability/sustainability-champions-289.htm>
- Sustainable Community Development Initiative. (2013). In *Grand Valley State University*. Retrieved March 2, 2013, from <http://www.gvsu.edu/sustainability/about-us-185.htm>
- Saginaw Valley Research and Development Corporation. (2012). In *Saginaw Valley State University*. Retrieved March 7, 2013, from <http://www.svsu.edu/cbed/svrdc/>
- SVSU Center for Public Policy & Service. (2012). In *About Us*. Retrieved March 7, 2012, from <http://www.svsu.edu/politicalscience/cpps/aboutus/>
- The Christman Company. (2013). In *Michigan Street Development*. Retrieved March 3, 2013, from [http://www.christmanco.com/portfolio.asp?id=33&cat\\_id=2](http://www.christmanco.com/portfolio.asp?id=33&cat_id=2)
- The Stevens Center for Family Business at SVSU. (2012). In *Saginaw Valley State University*. Retrieved March 7, 2013, from <http://www.svsu.edu/stevenscenterforfamilybusiness/>
- Trani, E. (2010). *The Indispensable University*. Rowman & Littlefield Publishers, Inc. Lanham, Maryland.
- Trenkner, T. (2010). *This Old Footprint*. Governing. April 2010. Washington D.C.
- U of M Flint. (2013 йил 2-March). *Alternative Spring Break / University Outreach / UM-Flint*. Retrieved 2013 йил 2-March from [www.umflint.edu:](http://www.umflint.edu/outreach/students/asb.page?)  
<http://www.umflint.edu/outreach/students/asb.page?>
- U of M Flint. (2013 йил 23-February). *American Democracy Project / University Outreach / UM-Flint*. Retrieved 2013 йил 23-February from [www.umflint.edu:](http://www.umflint.edu/outreach/programs/adp.page?)  
<http://www.umflint.edu/outreach/programs/adp.page?>
- U of M Flint. (2013 йил 23-February). *Boyer Faculty Scholars Program / University Outreach / UM-Flint*. Retrieved 2013 йил 23-February from [www.umflint.edu:](http://www.umflint.edu/outreach/faculty/boyer.page?)  
<http://www.umflint.edu/outreach/faculty/boyer.page?>
- U of M Flint. (2013 йил 23-February). *Civic Engagement Course Indicator / University Outreach / UM-Flint*. Retrieved 2013 йил 23-February from [www.umflint.edu:](http://www.umflint.edu/outreach/faculty/course-indicator.page?)  
<http://www.umflint.edu/outreach/faculty/course-indicator.page?>
- U of M Flint. (2013 йил 23-February). *Civic Engagement Support Program / University Outreach / UM-Flint*. Retrieved 2013 йил 23-February from [www.umflint.edu:](http://www.umflint.edu/outreach/faculty/course-indicator.page?)  
<http://www.umflint.edu/outreach/faculty/course-indicator.page?>

- Outreach / UM-Flint*. Retrieved 2013 йил 23-February from [www.umflint.edu](http://www.umflint.edu/outreach/faculty/course-support.page?):  
<http://www.umflint.edu/outreach/faculty/course-support.page?>
- U of M Flint. (2013 йил 2-March). *Commitment to Service / Univeristy Outreach / UM-Flint*. Retrieved 2013 йил 2-March from [www.umflint.edu](http://www.umflint.edu/outreach/students/cts.page?):  
<http://www.umflint.edu/outreach/students/cts.page?>
- U of M Flint. (2013 йил 23-February). *Community Exchange / University Outreach / UM-Flint*. Retrieved 2013 йил 23-February from [www.umflint.edu](http://www.umflint.edu/outreach/faculty/community-exchange.page?):  
<http://www.umflint.edu/outreach/faculty/community-exchange.page?>
- U of M Flint. (2013 йил 23-February). *Discovering PLACE*. Retrieved 2013 йил 23-February from [blogs.umflint.edu](http://blogs.umflint.edu/glsi/): <http://blogs.umflint.edu/glsi/>
- U of M Flint. (2013 йил 2-March). *Flint Corps / University Outreach / UM-Flint*. Retrieved 2013 йил 2-March from [www.umflint.edu](http://www.umflint.edu/outreach/students/flint-corps.page?):  
<http://www.umflint.edu/outreach/students/flint-corps.page?>
- U of M Flint. (2013 йил 23-February). *Innovation Incubator / University Outreach / UM-Flint*. Retrieved 2013 йил 23-February from [www.umflint.edu](http://www.umflint.edu/outreach/students/innovate.page?):  
<http://www.umflint.edu/outreach/students/innovate.page?>
- U of M Flint. (2013 йил 23-February). *Land Water People / University Outreach / UM-Flint*. Retrieved 2013 йил 23-February from [www.umflint.edu](http://www.umflint.edu/outreach/programs/land-water-people.page?):  
<http://www.umflint.edu/outreach/programs/land-water-people.page?>
- U of M Flint. (2013 йил 2-March). *My Flint*. Retrieved 2013 йил 2-March from [blogs.umflint.edu](http://blogs.umflint.edu/myflint/): <http://blogs.umflint.edu/myflint/>
- U of M Flint. (2013 йил 23-February). *Neff Center for Place-based Education / University Outreach / UM-Flint*. Retrieved 2013 йил 23-February from [www.umflint.edu](http://www.umflint.edu/outreach/programs/neff.page?):  
<http://www.umflint.edu/outreach/programs/neff.page?>
- U of M Flint. (2013 йил 2-March). *Value Added / University Outreach / UM-Flint*. Retrieved 2013 йил 2-March from [www.umflint.edu](http://www.umflint.edu/outreach/students/value-added.page?):  
<http://www.umflint.edu/outreach/students/value-added.page?>
- U of M Flint. (2013 йил 23-February). *Who We Are / University Outreach / UM-Flint*. Retrieved 2013 йил 23-February from [www.umflint.edu](http://www.umflint.edu/outreach/about/about.page?):  
<http://www.umflint.edu/outreach/about/about.page?>
- University of Michigan. (2013 йил 2-March). *Semester in Detroit / University of Michigan*.

- Retrieved 2013 йил 2-March from [www.lsa.umich.edu](http://www.lsa.umich.edu): <http://www.lsa.umich.edu/sid>
- U.S. Census Bureau. (2012). *State & county Quickfacts: Michigan*. Retrieved March 5, 2013, from <http://quickfacts.census.gov>.
- U.S. Census Bureau. (2012). *State & county Quickfacts: Detroit, MI*. Retrieved March 5, 2013, from <http://quickfacts.census.gov>.
- U.S. Census Bureau. (2012). *State & county Quickfacts: Flint, MI*. Retrieved March 5, 2013, from <http://quickfacts.census.gov>.
- U.S. Census Bureau. (2012). *State & county Quickfacts: Grand Rapids, MI*. Retrieved March 5, 2013, from <http://quickfacts.census.gov>.
- U.S. Census Bureau. (2012). *State & county Quickfacts: Saginaw, MI*. Retrieved March 5, 2013, from <http://quickfacts.census.gov>.
- US Census Bureau. (1982). *Summary Characteristics for Governmental Units and Standard Metropolitan Statistical Areas: Michigan*. Retrieved March 5, 2013, from <ftp://www.nwmcog.org/HistoricDecennialCensus>
- Volunteers/Wayne Cares (2013). In *Wayne State University*. Retrieved August 27, 2013, from <http://wayne.edu/communityengagement/waynecares/index.php>
- West Michigan Science & Technology Initiative. (2013). In *Grand Valley State University*. Retrieved March 3, 2013, from <http://www.gvsu.edu/businessresource/west-michigan-science-technology-initiative-5.htm>
- Woodrick Diversity Learning Center (2013). In *Grand Rapids Community College*. Retrieved March 17, 2013, from <http://cms.grcc.edu/dlc>