



Programmatic Overview

July 2007

I. Background

CUIR traces its origins to the Urban Research Center founded at the University of Wisconsin-Milwaukee in 1972 to support interdisciplinary urban research. Major initiatives undertaken by the Urban Research Center focused on law enforcement and public safety, health, and local economic development.

In 1995, Chancellor John Schroeder convened a Task Force to explore how UWM could become better engaged with the community. The Task Force, composed of UWM faculty and staff deeply involved in urban research and programs, explored many options to expand UWM's connection with the greater Milwaukee community. A key outcome of this Task Force was to rename the Urban Research Center and to expand its mission to include efforts to engage the community, forge new partnerships, and explore opportunities to expand urban research.

In 1996, the Urban Research Center was renamed the Center for Urban Initiatives and Research as a means to promote its expanded mission to promote university-community connections.

II. Research Services to Support Knowledge Building

CUIR offers broad-based social science research services that include survey research, evaluation research, strategic planning, data analysis/database management, and geographic information system (GIS) services. Through grants and contracts, CUIR provides services to local and state government and nonprofit clients who seek knowledge to improve operations, increase efficiency and sustainability, and understand citizen preferences for services. CUIR also supports faculty research on urban and metropolitan issues.

A. Survey Research

CUIR offers a complete array of research services to support survey research projects, including questionnaire design and organization, sampling strategy, pre-testing, database creation, data analysis, and report writing. Survey research services include telephone surveys, mail surveys, interviews, and web-based surveys. The survey research center also serves as a training ground for undergraduate students interested in survey research and polling.

Telephone interviews are conducted with a 10-station computer-assisted telephone interview (CATI) system using SawTooth software.

Examples of survey research undertaken by CUIR includes the following:

<i>Client</i>	<i>Type</i>	<i>Topic</i>
Milwaukee Public Schools Head Start Program- 5/05-6/05	Mail Survey	Survey of parents and guardians of children enrolled in the MPS Head Start program to learn about their needs and their assessment of the early childhood program.



United Way of Greater Milwaukee- 05/06	Telephone	Survey of donors to understand their needs and interests in making philanthropic giving.
Nonprofit Management Fund- 2/04-12/04	Mail	Survey of executive directors and board members of local nonprofits to gather information on board governance issues, part of national survey.
Greater Milwaukee Foundation- 1/02-2/02	Telephone	Survey of participants in VITA supersites to learn about their experiences, contributes to evaluation of VITA supersite site program.
Milwaukee Public Schools 2/00-6/00	Telephone	Survey of City of Milwaukee residents about their support for funding Community Learning Centers.
Rosalie Manor 5/01-9/04	Telephone	Survey of young parent participants to ascertain their well being (and their baby's well being) as result of program participation.
Washington County Parks- 5/02-Present	Telephone	Survey of Washington County residents about their interest in and preference for parks and recreation.
Washington County Parks 5/02-present	Mail	Survey of residents who have utilized park facilities.
Nonprofit Management Fund 11/03- 2/04	Mail	Survey of Executive Directors and Board of Directors members in nonprofit organizations focused upon governance issues.
Milwaukee Aging Consortium/UWM Center for Age & Community- 8/02- 10/02	Mail	Survey of professionals in the gerontology field in the Milwaukee community.
Wisconsin Department of Public Instruction, Milwaukee Public School other school districts- 10/02- 6/03	Self- Administered	Survey of Youth Risk Behaviors based on CDC regular tracking of youth.
City of Wauwatosa- 1/03- 6/03	Mail	Mail survey of local residents concerning budget issues facing the community.
Community Relations-Social Development Commission 5/06-10/06	Telephone	Survey residents in the Milwaukee Metropolitan area to learn about their views o poverty.



City of New Berlin 12/05- 5/06	Mail	Survey of residents and businesses in the city of New Berlin
Safe and Sound 5/07-6/07	Telephone	Survey of residents living within a ½ mile of targeted youth-source organization to understand perceptions of youth and juvenile crime.
Milwaukee Public Library 7/07	Telephone	Survey of City of Milwaukee residents concerning use of libraries and preferences for library services.
La Casa de Esperanza 6/07-7/07	Telephone	Survey of individuals who obtained services from the organization's Volunteer Income Tax Assistance (VITA) Supersite in 2007 to learn about satisfaction with services.
Greater Milwaukee Foundation 5/07-6/07	Telephone	Survey of residents in Waukesha County to learn about their interests in philanthropic giving.
Lincoln Village Business 5/07-6/07	Mail	Survey to ascertain the interests of neighborhood business owners in creating a business improved district.
United Performing Arts Fund 11/06-1/07	Mail	Survey's of stake holder groups to ascertain their assessment of priority goals to strengthen the performing arts sector in greater Milwaukee.
Safe and Sound Initiative 5/06-6/06	In-Person Interviews	Interviews with Community Partners (community organizations) to understand their views on Safe and Sound Initiative.
Safe and Sound Initiative 5/06-6/06	In-Person Interviews	Interviews with directors of Safe Place Sites to understand their experiences in seven at-risk youth and reducing juvenile crime.
Martin Luther King Drive Business Improvement District(BID)	Telephone	Survey of residents in Zip Code 53212 to understand their conception patterns and utilization of businesses in the MLK Drive neighborhood, to support the BID's strategic planning.



B. Public Opinion Polls

On occasion, CUIR has conducted polls that measure citizen positions and preferences related to contemporary policy issues, as well as voting preferences for electoral candidates. This includes polls on gubernatorial elections. Local media outlets have reported these results.

In 2007 CUIR and WUWU joined together to plot the Milwaukee Public Radio Poll intended to be a quarterly public opinion poll focused upon the seven-county Southeastern Wisconsin region. The purpose of the MPR Poll is to give citizen voice to contemporary issues of policy-relevance in the region. Each poll will include both one-time questions on topics of immediate policy interest, as well as longitudinal questions that are repeated in each survey administration. The first poll was conducted in April 2007 with a tropical focus on global warming. The plan is to operate this poll quarterly with the next administration planned for September 2007.

C. Focus Groups

CUIR conducts focus groups to support applied research projects. Examples of research contracts that have included focus group work include:

- Focus groups conducted with youth in Safe Place sites to understand their experiences in Safe Places-conducted for Safe and Sound.
- Focus groups with library partners to understand library usage as well as preferences for library features-conducted for the Milwaukee Public Library.
- Focus group of UWM students receiving financial assistance for child care to understand their academic experiences-conducted for the UWM Children’s Center.

D. Evaluation Research

CUIR provides both formative and summative evaluation of local government agencies, school district programs, and nonprofit organization projects. Our intent is to empower organizations to better understand and improve public and nonprofit sector programs through systematic knowledge about program performance.

CUIR evaluation projects include:

Safe and Sound Initiative 12/06-9/07	Comprehensive assessment of the Safe and Sound Initiative to understand how components include Safe Places for youth and community organized by Community Partners- reduce crime and enhance Safety.
Milwaukee Public Library Foundation 6/06-9/06	Evaluation of the Milwaukee Public Library’s Summer Reading Program.



Wisconsin Women's Business Initiative Corporation 9/06-8/09	Evaluation of the financial education and micro-enterprise activities undertaken through a federal grant.
Survive Alive House Foundation 6/06-9/07	Evaluation of a fire safety education program offered to second and fifth graders in Milwaukee Public Schools.
Boys and Girls Club of Greater Milwaukee 10/06-8/07	Evaluation of the impact of participation in the youth programs of the sponsor as well as the educational achievement and graduation of participating youth.
La Casa de Esperanza 2/06-6/06 5/07-7/07	Evaluation of the Volunteer Income Tax Assistance (VITA) Supersite operated by the sponsor including assessment of client experiences of income tax returns.
Milwaukee County 4/03-9/04	Evaluation of the County's Sports Authority program to empower youth through grassroots recreational programs.

E. Strategic Planning & Visioning

CUIR provides formal strategic planning and less formal organizational visioning services to local governments, nonprofit organizations, and school districts. The purpose is to utilize knowledge of strategic planning to allow clients to make informed decisions and create positive trajectories for their organization's future.

United Performing Arts Fund 9/06-2/07	Strategic visionary project to identify strategies to strengthen the performing arts sector in Greater Milwaukee
Milwaukee Public Library 5/06-3/07	Strategic visionary to support creation of a five-year facility plan for the library.
Housing Resources, Inc.	Strategic planning to guide the organization for a five-year plan.
City of Cedarburg, City of Glendale, Milwaukee County Department of Parks, Recreation and Culture	CUIR has collected and organized survey's and other data to support strategic planning underway in a variety of organizations.



F. Database Management/Data Analysis

CUIR aids clients and community partners as well as UWM faculty and staff in organizing databases for empirical research projects. The Center also performs data analysis for projects that have collected data but require data analysis (and, sometimes, report writing).

Recent projects include:

- Collation and analysis of demographic and human needs of residents living in geographic areas surrounding designated Head Start programs operated by the Social Development Commission, 2007.
- Collation and analysis of demographic and human needs data to support the Head Start Program application of the Next Door Foundation, 2007.
- Analysis of survey data on 900 homeless individuals, conducted by the Milwaukee Continuum of Care for the Homeless; in 2005 and 2007.
- Analysis of surveys of 20,000 students collected by Milwaukee Public Schools, Racine Public Schools, and the Archdiocese of Milwaukee's Schools on bullying; and,
- Analysis of survey data for the Annie E. Casey Foundation's Making Connections Milwaukee project, using data collected by the National Opinion Research Center, in collaboration with the Urban Institute.

G. Research Partner in Major Studies

CUIR has worked as a partner on large state and national studies that require local partners to assist in data collection and analysis. Examples here include:

- Providing data analysis expertise to the Making Connections project's Milwaukee site, funded by the Annie E. Casey Foundation;
- Administration of the Wisconsin Youth Risk Behavior Survey (YRBS) in 2003, and 2007 as part of the Centers for Disease Control and Prevention (CDC) Youth Risk Behavior Surveillance System. Also administered the YRBS in Milwaukee Public Schools high schools and middle schools in 2001, 2003, 2005, and 2007.
- Evaluation of a YRBS Online Pilot Project for the Wisconsin Department of Public Instruction (DPI) and a partner with DPI in an application for a federal Safe and Drug Free Schools grant to improve the management of drug and violence programs; and,
- Negotiations with the Wisconsin Department of Health and Family Services to administer the Wisconsin Youth Tobacco Survey, also conducted under the auspices of CDC.

H. Information Technology Projects

CUIR uses its information technology capacity to support applied research, data collection, project management and community collaboration. Illustrative of these types of projects are the following:

- Creation of a web-accessible data base system that will allow web users to learn about the social programs operated by faith-based organizations, sponsored by the Faith Partnership Network;



- Creation of a monitoring system that allows managers in the TRIO Dissemination Partnership project to record information on all contacts with pre-college students over the three years of the project;
- Creation and maintenance of a website and associated database that allows parents and students to find access on local scholarships to support higher education enrollment (www.compassguide.org);
- Creation and maintenance of a web-based centralized database for the Boys and Girls Clubs of Wisconsin in which program staff from 26 sites statewide enter case records for the targeted Gang Outreach Initiative; CUIR then collates data and prepares evaluation report; and,
- Creation of a content management system that will allow community leaders and residents to submit and review neighborhood data for the Making Connections Milwaukee project.

I. Institutional-Based Research for UWM

CUIR conducts applied research, including telephone and electronic sweeps to support administrative and academic units at UWM. These include:

- A focus group conducted with UWM students who are single parents to learn about their lives and the challenges they face in completing their college education. Information was used by the UWM Foundation development staff to inform a major gift that was made to the University;
- Ongoing evaluation of a federally-funded project to provide financial assistance for child care to UWM Cares students;
- Ongoing evaluation of the life Impact Program-operated by UWM through grant support provided by the Save Petit Foundation;
- Ongoing administration of UWM for Academic Affairs, to understand why students who attend UWM as freshman do not return;
- A telephone survey of greater Milwaukee residents to measure public perception of UWM and the Learn More advertising campaign, conducted for UWM University Relations, 2002 & 2004;
- A telephone survey of graduate students, conducted for the Graduate School, June 2001;
- A mail survey of faculty & staff involvement in community engagement, conducted for the University Outreach Committee; and,
- A telephone survey of UWM Alumni, conducted for the UWM Alumni Association, 2003 & 2004.

III. Supporting Faculty Research

A. Involving Faculty in CUIR Projects

In several research projects, CUIR contracts with UWM faculty and staff to assist implemented, extramurally funded research projects. Examples here include:

- *COMPASS: Community Data Mapping for Law Enforcement*. CUIR served as the research partner for the City of Milwaukee in this Department of Justice project. In addition to CUIR staff, the project



also included: Professor Stan Stojkovic and Professors Carl Pope and Rick Lovell, Department of Criminal Justice; William Huxhold, Department of Urban Planning.

- *Benchmarking Study of the Menomonee Valley*, undertaken in collaboration with the Sixteenth Street Community Health Center and funded by the Greater Milwaukee Foundation. Christopher DeSousa in the Department of Geography was funded by CUIR to organize the collection of empirical benchmark indicators;
- *Oral History of the Walnut Way Neighborhood*, undertaken by faculty in the Department of Anthropology (C. Ajitrotutu) and community partner (S. Adams) and funded by the Community Outreach Partnership Center – New Directions grants coordinated by CUIR; and,
- *Social Enterprise Study*: CUIR contracted with the Center for Economic Development/ Consortium for Economic Opportunity to provide information on best practices in and critical assessment of social enterprise efforts in nonprofit organizations.

B. Contributing Research Support to Faculty and Staff

CUIR collaborates with initiatives developed by UWM faculty and staff, where CUIR services provide resources to implement the research project. Recent examples include:

- Evaluating the Effectiveness of obesity program for Latino Families undertaken to support the UWM NEIHS Manne and Freshwater Success Center and United Community Center.
- *Assessing Effectiveness of Hmong Public Information Video*: undertaken to support the UWM NEIHS Marine and Freshwater Sciences Center project (David Petering, Principal Investigator) to study impact of pollution on healthy consumption of freshwater fish in Wisconsin. Project explores the effectiveness of a science-based, culturally appropriate information video on health issues associated with consumption of fish caught in Wisconsin;
- *Study of Employers*: undertaken to support the research of Professor Larry Martin, Administrative Leadership, 2001;
- *Survey of Professionals in the Field of Aging*: undertaken by the UWM Center for Age and Community;
- CUIR's annual Urban Initiatives Conference in 2004—*Milwaukee's Urban Environment: Cultivating the Ecological City*—is organized around the research interests of faculty in Geography (C. De Sousa, N. Heynan) and other units, including urban planning;
- *Study of e-government*: conducted by Associate Professor Mordecai Lee, aided by CUIR survey center (http://www.businessofgovernment.org/pdfs/Lee_Report.pdf);
- *Examination of Management of Nonprofit Academic Centers*: co-authored by Mordecai Lee and Stephen Percy (<http://www.uwm.edu/MilwaukeeIdea/NME/seeking.html>);
- Collaboration with David Clark, Assistant Professor of English, in his work to conduct research and student service learning where technical writing skills are used to improve the marketing and communication of nonprofit organizations;
- *Township Governance in Wisconsin*: CUIR's Survey Center collaborated with Professor Douglas Ihrke (Public Administration) and graduate student Theresa Johnson (Political Science) in a study of township governance in Wisconsin. Both have published articles on this research;
- *SAGE-Student Achievement Guarantee in Education*: CUIR collaborated with faculty in the UWM School of Education (Alex Molnar, Phil Smith) on the first two years of evaluating the State of Wisconsin SAGE program;



- *Assessing the Impact of Teacher Preparation*: CUIR staff have begun work with faculty from the School of Education, the College of Letters & Science, and the Peck School of the Arts to assess how changes to urban teacher preparation at UWM impacts the learning of urban school students taught by UWM-prepared teachers; and,
- *Housing Resources Institute*: CUIR recounted Professors Gregory Squires (Sociology) and William Huxhold (Urban Planning) to conduct housing and economic indicator studies for two target neighborhoods in Milwaukee (funded by the Fannie Mae Foundation).

IV. Supporting Graduate Education

CUIR supports the education of graduate students in urban and social science graduate programs. Support focuses experience in conducting research in an applied research setting and providing financial support in the form of tuition and project assistant stipend.

A. Employing Graduate Students

CUIR employs graduate students as project assistants to participate in the applied research programs conducted by the Center. In the past four years, CUIR has employed students in several urban/social science disciplines at UWM including:

- Political Science (T. Johnson, S. Sager, J. Paulson, N. Grasse, Matthew Wisnefske, Joseph Cera, John Kovari, Sarah Aragon,)
- Sociology (K. Fatica)
- Urban Planning (R. Horton, M. Roth, L. Geddes, S. Moore, J. Moreneau, Tammy Hodo)
- Psychology (S. Flynn)
- Urban Studies (L. Silletti, J. Happel, Lathisha Younger, Lynn Gransee)
- Business Administration (P. Walter)
- Public Administration (S. Chambers, K. Kuhl)

B. Community Development Work Study Program

Through 2007, CUIR has coordinated the UWM's Community Development Work Study (CDWS) program funded by the U.S. Department of Housing and Urban Development (Office of University Partnerships). This program provides opportunities to master's level students in three graduate programs focused broadly on community development (Master of Public Administration, Master of Urban Planning, and Master of Urban Studies). Each student who participates in the two-year program receives tuition support, health benefits, and paid internship experiences in four (4) community-based settings including local governments, planning agencies, and nonprofit organizations. The three students currently enrolled in the program are:

Public Administration & Urban Studies:	Stacy Teraza
Urban Studies:	Morrison Mardi
Urban Studies:	Adam Rose

Recent graduates of the CDWS program are:

Political Administration:	Mario Wells
Urban Studies:	Tonette Ingram
Public Administration	Jesus Hernandez
Public Administration:	Jennifer Tracy
Public Administration:	JoeMar Hooper
Urban Planning:	April Jackson



Urban Planning (Joint): Robert Madison

CUIR is home base for the CDWS program that is closely coordinated with the program directors of the three graduate programs. Patricia Najera at CUIR locates internship sites, coordinates internship placements, monitors internship experiences, and oversees reporting the funding agency. Mrs. Najera also organizes monthly seminars where the graduate student participants share experiences across their work sites. A renewal application has been submitted.

C. Community-Development Internship Program

CUIR was the administrative home of a Community Outreach Partnership Center New Directions awarded funded by the U.S. Department of Housing and Community Development for 2002-2004). The purpose of the New Directions grant, which has multiple components, is to foster university collaboration with community initiatives and agencies to strengthen urban community development. One component of this program is a community-development internship program for undergraduate and graduate students. Students who participate in this program are provided paid internships in community-building organizations including local governments, planning agencies and nonprofit/community-based organizations. In this program, paid internship support has been extended to graduate students in the following programs:

Public Administration:	Jessica Rosandich
Urban Planning:	Ryan Horton
Urban Planning:	David Fifarek
Urban Planning:	Todd Roehl
Urban Studies:	Leah Herrmann
Geography:	Deanna Benson
Public Administration:	Robert Greenbaum
Public Administration:	Sarah Jankowski

V. Supporting Undergraduate Education

CUIR regularly employs between 15 to 20 UWM undergraduate students. The majority of these students work in the Survey Center where they conduct telephone interviews as well as code and enter data from mail surveys. Through their work experience in the Survey Center, students gain knowledge about survey research and public opinion polling.

The Center also employs undergraduate students to provide administrative support to research efforts and special projects including COMPASS Guide and the Lake Sturgeon Bowl.

VI. Dissemination of Research Knowledge

A. Annual Urban Initiatives Conference

CUIR's Annual Urban Initiatives Conference is designed as an opportunity for university and community members to explore important issues facing the community. The conferences seek to blend research-based knowledge with community practice and experience in order to further knowledge and discussion about improving life quality in the community and region.

Past themes of Urban Initiatives Conferences have included:

- 1998—Welfare Reform in Wisconsin: What have we learned so far?
- 1999—Milwaukee's Future in an Era of Urban Sprawl: Is Smart Growth Possible?
- 2000—Dynamics of Change: The Milwaukee Idea and the New Urban University
- 2001—Making our Lives Count: Citizenship, Leadership and the University



2002—Governing Ourselves: Metropolitan Milwaukee at the Crossroads
2003—Youth Development in Milwaukee: Reflections in Practice and Future Decisions
2004—Milwaukee’s Urban Environment: Cultivating the Ecological City
2005—Building a Future for Healthy Aging
2006—College Access and Success

B. Research and Opinion Newsletter

CUIR publishes a newsletter, **Research and Opinion**, several times every year. This publication vehicle presents research information gathered both by CUIR and by UWM faculty and staff. The intent here is to share research knowledge with the broader Milwaukee community, typically featuring research conducted at UWM. Hopefully, this knowledge contributes to policy debates in the community.

Research and Opinion newsletters have featured the following urban issues:

- “Leadership Change in Nonprofit Milwaukee: Making Transitions Work” (*Page Hull Teegarden, Managance Consulting*)
- “Nonprofit Board Governance in Milwaukee: Operation, Diversity, and Challenges” (*Stephen Percy, CUIR, Patricia Wyzbinksi, Nonprofit Management Fund*)
- “Arts and Culture in Southeastern Wisconsin: The Public Speaks” (*Stephen Percy, Stephen Moore, CUIR*)
- “Exploring Social Enterprise in Milwaukee Nonprofit Organizations” (*Amy Verbos, CUIR*)
- “The State of Employer Assisted Housing” (*Les Singer, CUIR*)
- “Creating Metropolitan/Regional Government: The Tales of Five Cities” (*Stephen Percy, Scott Sager, Les Singer, Jarad Parker, CUIR*)
- “Housing Home Businesses in Urban Neighborhoods: Implications for the City of Milwaukee” (*Sherry Ahrentzen, Architecture*)
- “Park Public Policy: Past and Present” (*Sarah Filzen, History Consulting Services, Fred Olson, Professor Emeritus History*)
- “Intergovernmental Cooperation: Has its Time Come for Metropolitan Milwaukee?” (*Sammis White, Urban Planning*)
- “Nonviolence in Urban Areas: Conversations with Practitioners of Nonviolence in the Milwaukee Area: 1989-1994” (*Ian Harris, Educational Policy and Community Studies*)

C. Revitalizing Milwaukee

CUIR publishes a newsletter, **Revitalizing Milwaukee**, to share knowledge about its work in community redevelopment, focusing specifically on the work being conducted with support from the U.S. Department of Housing and Urban Development’s Community Outreach Partnership Centers (COPC) program. Recent newsletters have featured UWM projects related to urban planning and GIS learning by middle and high school students in inner-city Milwaukee, and an oral history project being conducted in the Walnut Way neighborhood.



D. Urban Archive

Beginning in 2004, with partial support from the Greater Milwaukee Foundation, CUIR is adding a new knowledge component to its website: the **Milwaukee Urban Archive**. The purpose of this archive is to catalogue and, where feasible, make available to users research and policy studies focused on the Milwaukee area. A variety of research organizations—including local colleges and universities, advocacy organizations, community research organizations and others—conduct research based in the City or County of Milwaukee, the Milwaukee metropolitan area, and Southeastern Wisconsin. Through the Milwaukee Urban Archive, CUIR will catalogue locally-focused research reports, organizing them around key topic areas such as poverty, arts and culture, homelessness, and youth development. Researchers and others seeking access to research data and information will be able to review the catalogue, select materials for review, read abstracts of selected studies and learn how to access the information (where possible, by electronic links to websites or databases).

I. Publication Series

CUIR publishes reports on many of its research projects and initiatives. These reports are available to users who have an interest in research issues addressed in the reports.

J. Sponsorship of Conferences and Events

CUIR co-sponsors a variety of Urban-focused conferences, speakers, and events in collaboration with other units at UWM and/or community organizations.

Examples of these sponsorships include:

- **Immigration Many Faces; Many Facets**-April 2007
Sponsored by the UW System Institute on Race and Ethnicity in collaboration with UWM School of Continuing Education.
- **Annual Urban Studies Program; Henry Maier State of Milwaukee Summit**- May 2007
Sponsored by the UW-Milwaukee Urban Studies Programs, the Center for Urban Initiatives and Research, and the Center for Economic Development.

VII. Collaboration: Linking Research and Learning to the Community

A. University Expertise Contributes to Community Development

Through the HUD Community Outreach Partnership Center-New Directions Program, the HUD Community Development Work Study Program, and the Fannie Mae Foundation University-Community project, CUIR has linked UWM faculty, staff, and graduate students to community revitalization projects in Milwaukee.

B. TRIO Dissemination Partnership

Through a \$600,000 U.S. Department of Education's TRIO Dissemination Grant, CUIR and UWM Office of Pre-College programs collaborated between 2003 and 2006 to expand pre-college mentoring and programs to youth in three community-based organizations: Hmong American Friendship Association, Latino Community Center, and the Urban Underground, along with a partnership with three Milwaukee Public Library branches. CUIR's contributions relate to the inclusion of the COMPASS Guide program that empowers youth to access information and financial resources to support their entry into higher education.



C. Sturgeon Bowl

The Lake Sturgeon Bowl helps focus students on oceanography and aquatic sciences. Up to 24 teams of five high school students from throughout Wisconsin participate in this regional "quiz bowl" competition held in February at UW-Milwaukee. The winning team represents Wisconsin at the annual National Ocean Sciences Bowl competition in late April. From 3/01/06 to 1/31/08 CUIR collaborates with the WATER Institute, a sister organization within the Graduate School, to offer this program.

VIII. Knowledge Management: Helen Bader Institute for Nonprofit Management

A. Research on the Local Nonprofit Sector

CUIR organizes and implements the research and Knowledge Management function for the Helen Bader Institute for Nonprofit Management. Through funding provided by the Helen Bader Institute for Nonprofit Management, CUIR conducts research on the nonprofit sector, with particular reference to Milwaukee and Wisconsin. Recent studies include:

- Analysis of Nonprofit board director survey's gathered as part of organizational assessments undertaken by the Nonprofit Management Fund to learn about board governance;
- Exploration of social enterprise in metropolitan Milwaukee, benchmarking the level of social enterprise and documenting implementation challenges, funded by the Nonprofit Management Fund, Helen Bader Foundation, and United Way of Greater Milwaukee;
- Examination of nonprofit governing boards from the perspective of executive directors and board members, funded by the Nonprofit Management Fund;
- Creation of an inventory of Latino nonprofit organizations in metropolitan Milwaukee, funded by the Nonprofit Management Fund; and,
- Examination of the nonprofit arts and culture sector in greater Milwaukee, focusing on resident interest in arts programs and funding as well as impact of the sector on economic and community vitality, funded by the Helen Bader Institute for Nonprofit Management.

B. Nonprofit Research Mini-Grant Program

On behalf of the Knowledge Management component of the Helen Bader Institute for Nonprofit Management, CUIR organizes a mini-grant research program. In this program, UWM faculty members propose research projects that examine some topic related to the nonprofit sector. Proposals are reviewed by a panel that includes the Director of the Helen Bader Institute for Nonprofit Management, two faculty with research expertise related to the nonprofit sector, and two community members who have interest or expertise in research. (CUIR itself does not, by design, contribute proposals to the competition).

Grant recipients include:

- Sharon Adams (Walnut Way Conservation Corp), "Neighborhood-based Conservation: Restoring Natural and Cultural Resources."
- Ann Greer (Sociology), "The Process and Outcome of Nonprofit Consolidation in the Hospital Sector."
- Mesut Akdere (Department of Administrative Leadership), "Understanding Organizational Change in the Nonprofit Sector: Implications for Quality Management Practice."



- Rina Ghose (Department of Geography), “Investigating Participation of Inner-City Non Profit Organizations in Collaborative Governance.”
- Ann Greer (Sociology), “Conflicts of Community: The Many Missions of Nonprofit Hospitals in Southeastern Wisconsin and the Struggle to Adapt Between 1975 and 1995.”
- Joseph Rodriguez (Department of History), “The History of La Casa de Esperanza.”
- Sandra Toro Martell (Educational Psychology), “Milwaukee Nonprofit Museum Teachers: Understanding Their Teaching and Learning.”
- Mordecai Lee (School of Continuing Education), “Re-Examining Pivotal Moments in American Nonprofit History.”
- Barbara Duffy (CUIR), Mindy Lubar Price, and Sarah Freeman (School of Business Administration), “Nonprofit Executive Transition: A Case Study of a Youth Development Organization.”
- Mordecai Lee (School of Continuing Education), “Advocating Good Governments from the Outside or the Inside? Comparing Early 20th Century Nonprofit and Governmental Bureaus of Efficiency in Midwestern Cities.”
- Robert Kozub (School of Business Administration), “Analysis of the Level of Unrelated Business Income Necessary for Revocation of Tax-Exempt Status and What Level of Charitable Activity is Necessary.”
- Brian Schermer (Department of Architecture), “Predesign Architectural Planning for Nonprofits: A Proposal to Assess a Service Learning Course from the Nonprofits’ Perspective.”
- Christopher DeSousa (Department of Geography), “The Role of Nonprofit Organizations in the Greening of Urban Brownfields: A Comparative Examination of Management Approaches and Outcomes.”

IX. Capacity Building: Helen Bader Institute for Nonprofit Management

On behalf of the Helen Bader Institute for Nonprofit Management, CUIR harnesses knowledge gathering, information technology, and research capacities to support capacity building in the greater Milwaukee nonprofit sector. This work includes:

- **Nonprofit Portal:** A knowledge-based first stop for information about and for nonprofit organizations, including knowledge on management topics (e.g., social enterprise), research on the sector, and a calendar of training and educational programs. (See portal at www.nonprofitmilwaukee.org)
- **ENTECH-Empowering Nonprofits in Information Technology:** Provides knowledge and assessment support to the information technology needs of nonprofit organizations in greater Milwaukee. (See www.entech-online.org)

These projects are supported with extramural support from local foundations and the UWM Helen Bader Institute for Nonprofit Management.

XI. Teachers for a New Era

The Carnegie Corporation selected the University of Wisconsin-Milwaukee as one of 11 universities nationwide to participate in the *Teachers for a New Era* Program. UWM will receive \$5 million over a



five-year period from the Carnegie Corporation to support the program that is organized around three design principles:

- Teacher education programs should be guided by **a respect for evidence**, including attention to pupil learning gains accomplished under the tutelage of teachers who are graduates of the program;
- Faculty in the **disciplines of the arts and sciences should be fully engaged in the education of prospective teachers**, especially in the areas of subject matter understanding and general and liberal education; and,
- Education should be understood as an **academically taught clinical practice profession**, requiring close cooperation between colleges of education and actual practicing schools; master teachers as clinical faculty in the college of education; and professional support for beginning teachers during the first two years of teaching experience (induction).

CUIR operates the administrative hub of UWM *Teachers for a New Era Program*, The UWM Academy for Urban Teaching and Learning. This Academy is governed by a Steering Group composed of the Deans of the Colleges of Letters & Science, Peck School of the Arts, and School of Education, along with the four Principal Investigators of the project (Stephen Percy, Marleen Pugach, Linda Post, and William Kean) and representatives from the Milwaukee Public Schools and Milwaukee Partnership Academy.

For more information see www.tne-uwm.org.

XII. Planning for Public Health

Beginning in Summer 2007, the Center's Director has been asked to Chair the Public Health Council, the body charged with overseeing the creation of an accredited UWM School of Public Health that will include three doctoral programs and a Master's of Public Health Degree. CUIR will house the project support team and contribute to leadership in school and academic program development.

XIII. Supporting UWM in Community Engagement

Beginning in 2006, UWM and the United Community Center (UCC) created a new partnership to enhance research collaboration and increase access to students for a pathway to college. CUIR is responsible for the research endeavors and the Office of Recruitment and Outreach are responsible for the satellite office at UCC. Patricia Najera, Assistant Director at CUIR, devotes 40% of her time to developing research collaborations with UCC. Given her understanding of the campus community and Hispanic community she is responsible for connecting/facilitating the needs and interests of partners and of UWM faculty and staff. This is a unique opportunity to promote and encourage "university-community" collaborations, while aligning ourselves with the mission of UWM's research goals.

The United Community Center (UCC) is housed in the heart of Milwaukee's Latino community and provides programs to Hispanics residents of all ages in the areas of education, cultural arts, recreation, community development, geriatrics, and health and human services. UCC is the largest and most comprehensive Hispanic-serving institution in the State of Wisconsin. With programs and services for persons of all ages, UCC often has access to four generations of Hispanics. Since April 2006, new partnerships between faculty, staff and students and UCC staff have been created resulting in over 5.5 million dollars in application to private foundations and federal agencies. Recent proposals submitted on behalf of UWM/UCC (and other partner agencies) include the Latino Geriatric Center by the Robert Wood Johnson Foundation; Youth Empowerment Demonstration Project (YES) and HIV Substance Abuse Targeted Capacity Expansion Project funded by the



Department of Health and Human Services; Early Reading First Program, Mentoring Programs, and the Integration of Schools and Mental Health Systems funded by the US Department of Education. All these proposals for research or program enhancement are done in collaboration with both organizations. This partnership exemplifies how a social service agency and an Institution of Higher Learning are balancing the needs of both organizations.