



Institute for Regional Development

Annual Report
July 1, 2007—June 30, 2008

Vol. 08, No. 3

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Summary:

The mission of the Institute for Regional Development at Bridgewater State College is to serve as a resource center for the public, private, and non-profit sectors of Southeastern Massachusetts through applied research, training, and technical assistance programs. Over this past year, the Institute has completed numerous projects, training events, and research while serving as a vital resource in Southeastern Massachusetts. This status report outlines the major activities of the Institute for Regional Development from July 1, 2007 – June 30, 2008.

In January 2008, the Institute appointed Dr. Deniz Leuenberger as Faculty Director of the Institute for Regional Development following a yearlong visioning process. The committee was charged to review the Institute's past research activities, programs and recommend a new organizational structure which will increase the interdisciplinary activities of the Institute. All of which culminated in Dr. Leuenberger's appointment for a three year term as Faculty Director.

The group facilitated by Jennifer Reid included:

Dr. Robert Amey, Assistant Professor, Geography
Dr. Emily Douglas, Assistant Professor, Social Work, MSW Program
Dr. Michael Jones, Assistant Professor, Economics
Dr. Hank Vandenburg, Associate Professor, Sociology
Dr. Deniz Z. Leuenberger, Assistant Professor, Political Science, MPA Program

Staff:

Dr. Deniz Zeynep Leuenberger
(B.A. Midland College; M.P.A., Ph.D. University of Nebraska at Omaha)

Dr. Deniz Zeynep Leuenberger is an assistant professor of Political Science/Public Administration and the Faculty Director of the Institute for Regional Development at Bridgewater State. Her mission is to assist citizens and public, non-profit, and non-governmental agency leaders by providing them with tools to increase community environmental sustainability, to improve resource use efficiency, and to integrate outcomes measurement in decision making. Professor Leuenberger specializes in non-profit and non-governmental organization management, sustainable development, public sector economics, and public budgeting and finance. She also teaches courses in the areas of research methods, urban community and economic development, Middle Eastern politics, and public and non-profit management. She is an active member of the American Society for Public Administration and PAT-Net. She has served on the executive boards of ASPA's Association for Budgeting and Financial Management, the Section on Transportation Policy and Administration and on the Section for Women in Public Administration. Dr. Leuenberger has been a management, planning, and mediation facilitator and consultant to over a hundred non-profit organizations in the United States and in international settings. She has worked as an administrator for Nebraska Health and Human Services and to a number of human services-focused non-profit organizations. She has recently published articles on sustainable development, strategic planning, and caring labor in *Administrative Theory and Praxis*, *Public Works and Management Policy*, *PA Times*, and in the *Public Manager*.

***Jennifer Reid – Project Manager, Institute for Regional Development
 (B.A., Salem State College, M.P.A., Bridgewater State College)***

Ms. Reid has been involved in the public and nonprofit sector for over 12 years. As the project manager for the Institute for Regional Development since 2003, she develops research designs for Institute projects and has managed the implementation of all phases of data collection for Institute research projects. She also coordinates the development and implementation of Institute training events and regional policy conferences. Ms. Reid researches and prepares grant and contract proposals and seeks alternate external funding for Institute contracts. Over the past five years under her direction the Institute for Regional Development has continued to serve as vital resource to both nonprofit and municipal government organizations in Southeastern Massachusetts and Cape Cod.

In addition, the IRD contracted with a number of Bridgewater State College faculty for various research projects and initiatives, and remunerated just over \$20,000 to the faculty.

7/9/07	Deniz Leuenberger	Old Colony YMCA Membership Survey
9/27/07	Jodie Kluver	Town of Chatham Customer Service Workshops
11/29/07	Jodie Kluver	Town of Kingston Customer Service Workshops
12/7/07	Jodie Kluver	City of Taunton Customer Service Workshops
3/11/08	Arnaa Alcon	Survey Analysis - United Way Citizen Survey
3/11/08	Michelle Wakin	Survey Analysis - United Way Citizen Survey
4/4/08	Jodie Kluver	Norwell Creating the Citizen/Customer Experience Workshop
5/9/08	Jodie Kluver	VINFEN project (design and facilitation)
6/2/08	Deniz Leuenberger	VINFEN project (design and facilitation)
6/1/08	Robert Amey	Water Conservation Grant
6/1/08	Robert Hellstrom	Water Conservation Grant
6/1/08	Ilter Bakkal	Water Conservation Grant
6/1/08	Kevin Curry	Water Conservation Grant
6/1/08	Nancy Van Leuven	Water Conservation Grant

A. Internal Support to BSC

Master of Public Administration Program

The Institute continues to work closely with the MPA coordinator to provide and maintain linkages with local government and nonprofit organizations in Southeastern Massachusetts. This was accomplished by: assisting in program recruitment efforts, assisting in developing internships and maintaining networking connections to municipal government and nonprofit organizations. In addition, Jennifer Reid serves on the Interim MPA Alumni Advisory Board.

Student Employment

The Institute employed 22 BSC undergraduate students in non-work study positions for various research positions. In a fiscal year where work-study funds were lessened and non-work study positions were near impossible to find, the Institute was able to provide important jobs to BSC students and paid out \$3,890.00 to student employees for this fiscal year. In addition, the IRD afforded this significant number of Bridgewater State College students with valuable employment and value added experiential learning in data collection and analysis.



Luis Mendizabal, BSC, Junior, Marketing Major interviews citizens for a telephone survey.

B. Local-State Government and Nonprofit Technical Assistance Program

The Institute also provides outreach, training and technical assistance to municipal government and nonprofit organizations in order to improve the quality of life in Southeastern Massachusetts. This is accomplished through custom training sessions, consultation, grant preparation and assistance, and research projects. The local government projects are detailed in the following sections of this report.

Nonprofit Consultation

Vinfen, Spring 2008

The purpose of this organization consultation was to examine current leadership and succession planning practices for both senior and onsite management for the Vinfen, Plymouth, Massachusetts location. The organization is highly dedicated to client/service recipient safety and well-being and has an excellent record of service provision in health and human services delivery. The organization would like to build on its current strengths and to further improve its leadership development and succession planning practices. The processes of observation and organizational development occurred during four separate meetings over a three month time period and were centered on team building utilizing a group project – the development of a six month activity calendar for residential sites. The goals of this calendar exercise were to develop leadership, management, and organizational skills as well as promote collaboration within and between management teams. This exercise proved useful in initiating these desired goals and in

illuminating both areas of strength and areas of concern for both levels of management. The final report provides a description of current leadership/team practices and associated recommendations based on these observations and interactions with management teams.

C. Web Development

Institute for Regional Development <http://www.bridgew.edu/IRD/>

Description: The Institute continues to maintain the Institute website, located on the Bridgewater State College homepage. Information found on the website includes:

- IRD Mission
- Overview of Services
- Calendar of Upcoming Events
- Telephone Research Center
- Online Resources
- Regional Map

New England-Canada Business Council <http://www.necbc.org/> (contracted ended Spring 2008)

Description: The IRD continues to provide ongoing website and design services for the New England-Canada Business Council. Information on this website includes:

- NECBC Overview
- Calendar of Events
- Membership Information
- Online Links
- NECBC *Connections* Newsletter
- Conference PowerPoint Presentations

Massachusetts Economic Development Council <http://massedc.org/> (contract ended Spring 2008)

Description: The IRD continues to provide ongoing website and design services for the New England-Canada Business Council. Information on this website includes:

- MEDC Overview
- Calendar of Events
- Membership Information
- Online Links

D. Ongoing Initiatives

Massachusetts Economic Development Council (contract ended Spring 2008)

The IRD continued to serve as the communications manager for the MEDC for the second year in a row. The IRD designed, published and distributed four quarterly MEDC member newsletters.

I-495 South Economic Development Collaborative

Situated in the fastest growing region in the Commonwealth, the cities and towns on the southern most part of I-495 anchor a burgeoning regional economy with the potential attract and retain even more businesses and create even more jobs. Thus, Bridgewater State College, under the auspices of the Institute for Regional Developments, hosts a collaborative group of economic

development practitioners and other stakeholders who are working together to forge a mutually attractive economic development regional alliance.

Regular meetings have been occurring and a regional summit is currently in the planning phase.

E. Survey Research Projects

NEDA Membership Characteristics and Wage Benefit Survey 2007

Description: The IRD conducted a survey as a membership service for members of the Northeastern Economic Developers Association. The purpose of this was to provide NEDA members with timely and reliable wage and benefit information so that they can better understand what benefits and wages their colleagues are receiving.

Key Dates: Mail survey was completed in June 2007; data was analyzed, a final report was presented at the NEDA Annual Conference in Atlantic City, NJ in September 2008.

Town of Barnstable 8th Annual Citizen Survey 2007

Description: During the month of March 2008 a citizen survey of Barnstable residents was designed and administered by the IRD. The Institute was contracted by the Town of Barnstable to conduct this project. The purpose of this survey was to obtain information and citizen perceptions about Barnstable to evaluate town services, use as a performance benchmark, and assist in planning for the future.

Key Dates: Telephone survey was conducted in February 2008 and 400 interviews were completed. Data was compiled and analyzed; Citizen Survey Report was presented to the Town of Barnstable in March 2008.

Community-Based Social Marketing for Residential & Commercial Water Conservation, Winter/Spring 2008

Overview:

The IRD identified an interdisciplinary team of faculty experts in response to the Community-Based Social Marketing for Residential & Commercial Water Conservation project. A team of BSC faculty (7 faculty from 6 different disciplines) partnered to implement a citizen survey, stakeholder and citizen focus groups, and comparable community analysis. These experts worked closely with IRD's project manager, Jennifer Reid, to produce effective and citizen responsive project outputs. Data gathered from these research tools informed our recommendations for both passive and active water conservation methods and incentives for citizens accessing the Plymouth Carver Aquifer (PCA). The research findings also were used to create customized, professional water conservation education and marketing resources, tools, and materials for use in Plymouth, Carver, Wareham, Bourne, Plympton, Middleborough, and Kingston.

F. Training Services

Specialized Workshops/Conferences/Events

Civic Leadership Program, Fall 2007

In the fall of 2007, the Institute offered the Civic Leadership Program (CLP) here on campus for the 5th time to 15 citizens from throughout Southeastern Massachusetts. The program is designed

specifically to educate citizens about local government so that they can serve the city as the next generation of leaders and community activists.

The program offered both a structured classroom environment blended with real-world projects on crucial public issues. Citizen participants were exposed to municipal processes, services, capacity-building skills and techniques, including planning, visioning, communication and organizational skills.

The curriculum offered seven seminars on specific topics, including the following:

- Overview of municipal government in Massachusetts and its place in the intergovernmental system
- Basics of municipally finance and personal systems
- Building for the future: sustainability development, land use and planning functions
- Providing for public health and safety
- Enhancing economic and community development
- Attracting citizens and business to developing communities
- Building civic participation with citizen and non-profit organization partnerships

***Community Development: A Blueprint for Your Future Success
October 17, 2007 and October 24, 2007***

Topics:

Strategic Planning for Community Development

Organizing Your Community for Development

Project Development and Implementation

Effective Use of State Development Programs & Resources

Speakers:

Peg Berringer, FinePoint Associates, LLC

Pamela Bathen, Chair, Ashland Redevelopment Authority

Jack Hunter, Director of Planning and Community Development, Carver

Peter Hamilton, East Bridgewater Board of Selectmen

Over 25 professionals attended this event.



Professionals work on a group exercise learning how to calculate community tax base.

Creative Approaches for the Revitalization of New England Communities, May 2, 2008

This innovative forum on community revitalization in New England communities focused on municipal and community development efforts to create affordable housing and revitalize neighborhoods, while preserving the architectural and community identity.

Keynote Speaker:

David McKinley, vice president of development for the Corporation for Independent Living will present success stories and challenges faced by the redevelopment of the Mortson/Putnam Heights neighborhood in the city of Hartford Connecticut.

Over 25 community members attended this event which was free and open to the public.

Plymouth County Selectmen's Association, Plymouth County Selectmen's Association Dinner Meeting, November 1, 2007

Guest Speakers, Dr. Deniz Leuenberger, Assistant Professor, Master of Public Administration Program and Dr. Michael Jones, Assistant Professor, Economics.

Over 20 Selectman from Plymouth County attended this event.

Creating the Customer/Citizen Experience Workshop

Description:

Bridgewater State College's Institute for Regional Development (IRD) will facilitated a several workshops entitled ***Creating the Customer/Citizen Experience*** for the towns of Norwell, Kingston and Chatham (3) during FY 2008. Additionally, the Institute facilitated the workshop for the City of Taunton (2). The comprehensive workshops will train staff to reflect and understand their own predispositions in relation to serving the public along with understanding their perceptual differences how it affects the work they do. The workshops will also give participants tools for how to cope with stress and handle conflict within diverse situations. Participants also become more aware and develop a greater comprehensive understanding of the goals of local government and how to improve their customer service to better achieve those goals.

Over 200 local government professionals attended this workshop in FY 2008.



One of the missions of Bridgewater State College is to serve the Southeastern Massachusetts region by working to enhance its intellectual, economic, cultural and civic well being. To this end, the College established the Institute for Regional Development on September 1, 1996. The Institute serves as the viable focal point for College initiatives related to enhancing the quality of life in Southeastern Massachusetts. The mission of the Institute is to serve as a resource center for the public, private, and non-profit sectors of Southeastern Massachusetts through applied research, training, and technical assistance programs.

Faculty Director

Dr. Deniz Leuenberger

Project Manager

Jennifer Reid, MPA

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