

**ROBERT J. JONES URBAN RESEARCH AND OUTREACH/ENGAGEMENT CENTER
EXTERNAL PROGRAM REVIEW**

Initial Report: December 5, 2016

Final Report: January 31, 2017

UROC External Review Team Members: ¹

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This report presents key findings from an external review of the Robert J. Jones Urban Research and Outreach/Engagement Center (UROC), which was conducted November 21-22,,2016.

The findings of this report are based on our review of a set of program documents (listed in Appendix A) and on-site interviews conducted with community partners, the UROC staff, as well as University faculty, staff, and students affiliated with the Center (Appendix B).

Our review focused on assessing key accomplishments to date, the extent to which the Center is fulfilling its intended mission, the overall strength of the organization, its relationship with partnering communities, and issues to consider for improvement and further advancement (Appendix C).

Our report is organized into three parts: *Program Accomplishments and Successes*, *Areas for Improvement*, and *Recommendations for Future Planning*.

I. Program Accomplishments and Successes

UROC has become a crossroads for interdisciplinary research and an incubator for inspiring solutions for urban job growth, and closing educational achievement gaps. The Center has established a strong, positive reputation among community partners as an entity that seeks to address critical societal issues that members of the community have identified as important to their lives. In our interviews, we repeatedly heard how the leadership at UROC has established a welcoming culture in which members of the community feel free to express their concerns and interests. Perhaps more importantly, the community partners whom we interviewed indicated that UROC has been responsive to their needs by designing and structuring programs and initiatives around the partners' key interest areas.

We highlight four areas of accomplishment and success.

¹ J. Michael Oakes, University of Minnesota Associate Professor of Epidemiology & Community Health, conducted a review of program materials, but due to unforeseen circumstances, was not able to participate in the site visit or final report writing.

A. Breakthrough Solutions

A particular strength of UROC is the exemplary work it has done in bridging research and engagement in ways that produce high quality scholarship while addressing complex and challenging societal issues. For example, UROC has operationalized a set of public engagement systems and strategies that have enhanced scholarship and have produced nationally relevant breakthrough solutions in the areas of trauma relief and recovery, sex trafficking, job development and early childhood education. UROC's work on these issues in particular has garnered positive attention from scholars, community leaders, and the local and national media.

UROC's research impact is demonstrated by the following ongoing project examples (these are just a few of many):

- ***Trauma Recovery Project:*** The Trauma Recovery Project engages University faculty, residents, faith leaders, behavioral health practitioners and city representatives in identifying ways to overcome community and family violence, mental illness, alcoholism and drug use, mass imprisonment and out-of-home placement of children — challenging issues that deplete the urban communities' assets and negatively impact human potential. The Project has created a roadmap for recovery from such trauma through a comprehensive strategy from multiple sectors of the community to produce positive change in the lives of families residing in the Northside, and the community as a whole. It is anticipated that many aspects of this project will continue to be developed into sustainable models of community-engaged practice.
- ***Sex Trafficking and Community Wellbeing:*** Sex trafficking and prostitution is a growing concern in the Twin Cities. Intimately tied to poverty, exploitation, and lack of choice, sex trafficking affects women, children, families, and community health. An academic-based endeavor on the forefront of tackling these problems through research and community engagement, the initiative focuses on the problem at large and how North Minneapolis and other urban communities can take action to end sex trafficking in Minnesota. The initiative works to develop high-quality, research-based information with community-based and action research methods on sex trading, a major challenge facing urban communities. The initiative puts that knowledge to work, building consensus and action to improve community wellbeing. To date, the effort has involved hundreds of partners, including residents, advocates, survivors of sex trading, police officers, policy-makers, organizations, government agencies, and others. They include the Women's Foundation of Minnesota, Breaking Free, Hennepin County Department of Community Corrections and Rehabilitation, Kwanzaa's Northside Women's Space, Minnesota Indian Women's Resource Center, the PRIDE program of the Family Partnership, and many more. In addition to surfacing hidden harms and bringing to the fore the prevalence and causes of sex trading in the community, UROC's collaborative research has contributed to major policy and legislative work through local, regional, and state government on reshaping the ways in which legislators and researchers approach the issue of sex trading.
- ***Northside Jobs Creation Team:*** With a goal of attracting 1,000 sustainable-wage jobs to North Minneapolis by 2018, the Northside Job Creation Team (NJCT) focuses on working with business owners and community leaders to identify potential sites for start-up businesses and company

relocations. The project brought together the City of Minneapolis, Governor's Urban Initiative Board, Minneapolis Public Schools, Minneapolis Urban League, Pillsbury United Communities and the local business and faith communities. University partners include UROC, Carlson School of Management students, Carlson Consulting Enterprise, Center for Urban and Regional Affairs, and the Natural Resources Research Institute at the University of Minnesota, Duluth. The NJCT model for job creation begins with exploratory research to identify viable business sectors to attract businesses that are profitable, provide sustainable jobs and make sound financial sense to relocate or expand into the Northside. This is followed by deep dive research into these options. The NJCT collaboratively creates an implementation plan for job creation based on that research. All members of the NJCT bring expertise and resources to execute the plan. Each phase of the model necessitates engagement of key stakeholders, including the public/government sectors. Research has indicated that food production and transportation services are strong sectors for potential job growth in North Minneapolis. The food sector recommendations resulted from verbal commitments from a number of food operators, including aeroponics growers, fruit processors, and nutrition-based companies. Research led by the University's Carlson Consulting Enterprise and Carlson Ventures Enterprise was presented to Minneapolis Mayor Betsy Hodges, Gov. Mark Dayton, and members of the Northside Funders Group.

- ***Northside Achievement Zone's Family Academy:*** Family Academy is an early childhood (ages 0-3) parent education model designed specifically for families in the Northside Achievement Zone (NAZ). A family-focused and strengths-based model, its purpose is to start early by empowering parents to get their kids ready for kindergarten and on the pathway to college and life-long success. The model contains three parts: family engagement and empowerment; a 13-week family-focused curriculum; and social support for families. Through the work of the Center for Early Education and Development (CEED) at UROC, the project has “manualized” the model and then validated its effectiveness. The program — *Family Academy: Infants and Toddlers* program — is delivered by NAZ in partnership with Minneapolis Public Schools (MPS), Minneapolis Youth Coordinating Board (YCB), and CEED@UROC.

B. Unique Culture of the Center

The foundation of UROC's success is hospitality, cultural respect and an abiding appreciation for the lived knowledge that resides in North Minneapolis. However this culture extends and is relevant to all urban issues and communities of color. We found several examples in which UROC's research findings were scaled up beyond the local communities for use in other areas. In addition, the physical and academic model of UROC — a place-based academic center that blends research with authentic engagement — is one that should be replicated at other institutions of higher education that seek to develop a 21st Century approach to public engagement. In fact, based on its evident success, the UROC model has already been replicated by the Chancellor's Office at the University of Wisconsin-Madison; the University of Wisconsin-Madison has established a place-based center to cultivate campus-community-engaged research activities.

From our review, we identified several areas of UROC's accomplishments and uniqueness as an academic, place-based research and engagement center.

- We heard repeatedly how UROC has a leader and staff members who have garnered the trust and affection of both community and university members. From community partners, faculty, and students alike, UROC’s leadership team received high praise for creating a successful space where youth are comfortable, are engaged in academic enrichment that has demonstrated improved classroom achievement, and are encouraged to enhance their leadership in the community. This is a “hidden gem” in the University that more people need to know about.
- Several whom we interviewed recounted how in the early days, there was a lot of distrust from the community about academic research. Because of the ways some of the researchers approached the community, research had been viewed for years as exploitative and extractive. For these and other reasons, community members were distrustful of the University’s intentions to establish a research and engagement center in North Minneapolis. However, within a relatively short period of time, through strong center leadership and because of UROC’s collaborative approach to community engagement, community members that interface with UROC view academic research much more positively. Several examples were offered of how increasingly, members of the community are seeing research as something that is useful to furthering *their* goals (and not just the goals of the University).
- We heard how UROC has been a neighbor and friend to the community, especially during times of crisis. Several individuals with whom we spoke recounted how UROC has been there for the community, keeping its doors open during the 2015 Black Lives Matter protests and working with the community in response to the tornado that hit North Minneapolis in May 2011.
- UROC’s Gallery Curator and special project coordinator creates a welcoming space through the use of art. This has become a vehicle for welcoming the community to UROC and remains an essential component of securing UROC’s positive relationship with the community.
- We found that UROC strives to continue to support local vendors, which is another demonstrated example of its commitment to and partnership with the community.

C. A Leader in Community-Engaged Research

It is clear from our review of the documents and our interviews with key stakeholders that UROC has expanded traditional research methodology into models that engage the community as partners. This, according to faculty, has resulted in better quality scholarly work that helps improve the quality of life and solve critical problems. This approach to research has also allowed the community to identify their problems of greatest concern, as well as participate in and become the disseminators of the research. The relationship between UROC and its community partners is therefore truly reciprocal, benefitting both scholarship and community life. Innovative strategies to address disparities have been stimulated by community research teams that include students, faculty and neighborhood residents. As a champion and leader in participatory community engaged research, the University of Minnesota can export this model to additional sites around the State of Minnesota and beyond.

D. UROC as Convener

Our review finds that UROC has done a great job in serving as a convener for “Critical Conversations” that are of interest to the community and in building of coalitions to advance research and addressing identified community needs. As a convener, UROC has also put in place innovative strategies to strengthen the capacity of its stakeholders to enhance their engagement activities. For example:

- UROC has initiated an “engagement lab” to train people to do community-based work. This training is relevant and very much needed.
- UROC has become a “platform” for diverse community conversations and interdisciplinary research interests. It brings together stakeholders with different perspectives to find ways to work together toward mutually beneficial goals.
- UROC has become a place that convenes conversations among community members and university researchers, creating a space for open conversation and responsiveness to community-identified priorities.

In short, UROC is a “critical convener” – bringing people together when no one else could.

II. Areas for Program Improvement

Our assessment of areas for improvement focus on ways that the successful work of UROC can continue to thrive and expand. We offer recommendations in four areas:

A. Faculty Support services:

- Faculty involvement is key to the success of UROC. Currently, UROC engages more than 50 faculty members from diverse disciplines each year in advancing their research agendas through community-engaged research efforts. To build upon its successes, UROC should find ways to incorporate and communicate a wide range of faculty support services into its operation. These support services might include administrative support for financial transactions on grants, access to community resources and funding sources and opportunities to socialize with like-minded faculty from many disciplines. Given the complex, collaborative nature of the work that faculty engage in at UROC, such support services can help enhance the capacity of faculty who might have an interest in working on societal grand challenges through UROC, but feel ill-equipped to take on such work.

B. University infrastructure and support services:

- The University should provide a circulator bus that connects UROC to the Minneapolis and St. Paul campuses to ease faculty, student, and community access. While having a space that is situated within the community offers many advantages to conducting community-engaged research, the distance from the University can be a deterrent for faculty, students, and others who might find it challenging to make their way to the Center. Circulator buses have been used at other campuses (such as Syracuse University) for similar purposes and have been successful in increasing student and faculty participation and involvement in community-based issues. This

circulator bus could also serve as a method of linking North Minneapolis residents to events or opportunities on the University main campus.

- UROC should be included in the University mail delivery and other services provided to the main campuses. This would enhance UROC's place as a University center. Currently, UROC does not receive University mail serves or other services that on-campus research centers receive.
- The University should consider publicly recognizing Executive Director's Heidi Barajas's contribution and tenacity in healing University/community relations, expanding knowledge, and promoting innovation at UROC. Several individuals with whom we spoke juxtaposed the high quality engagement and community trust that Heidi has been able to secure with the challenging, distrustful relationship that were present during the earlier years of UROC.
- The University should find a way to formally recognize and award what the staff and leadership of UROC have accomplished over the last five years. The dedicated and highly competent staff (several of whom reside in North Minneapolis) is dedicated to ensuring that UROC stays true to its mission. The fact that UROC is a model and exemplar academic center for community-engaged research is due in large part to the dedication and hard work of the UROC staff.

C. Affiliations

- The current affiliation policies should be enforced uniformly across all current and future units, with support from the University administration. The affiliation agreements that UROC programs complete each year provide assurance that programs situated within UROC ascribe to the principles of high quality community-engaged research practices on which the Center is founded.
- All programs situated within UROC should be aligned with overarching research and engagement goals and themes identified in UROC's strategic agenda. We reviewed the list of units and programs within UROC and found that the focus and work of almost all of programs is aligned to UROC's mission to integrate research and engagement in ways that produce high quality scholarly work and provide benefits to the community. However, we noted a misalignment between the culture and reporting lines of one group (Office of Business and Economic Development) within the building. We were surprised to learn that this unit (a computer service lab) takes up a substantial amount of real estate within the building, and has chosen not to affiliate with UROC despite repeated requests from the UROC leadership. Our assessment is that this misalignment is distracting from UROC's work culture and intended mission. In essence, this unit is not only not fulfilling its responsibilities as a program within UROC, but the unit seems out of place in light of UROC's broader academic and community-engaged research focus. One of the members of our review team stopped by the unit to inquire about the nature of the work, but found the unit empty except for a receptionist, who was unable to give much information about the program and did not have available a schedule of any classes for the month (November), despite the month being nearly over. We heard from community members that this lab is often closed, which creates problems for them as they attempt to access

the services there. In order for the University to completely live up to the mission of UROC, this issue needs to be immediately addressed.

In exploring this issue further, we were surprised to learn that this unit has a separate reporting administrative structure, and thus its administration does not fall under the purview of the UROC director or her reporting administrator (Associate Vice President for Public Engagement). Diffusion of purposes, goals, and administrative directives within a comprehensive center like UROC only hinders the center's capacity to thrive.

To more fully understand the situation concerning role of the Office of Business and Economic Development (OBCED), we interviewed the unit's director of to gain his viewpoints on these issues. The director did a good job explaining what the unit does, the value it creates in the community, and history of its role in the establishment of UROC. However, at the same time, we saw a real disconnect between what we heard from others throughout the review and his perspective on things. For example, he mentioned that after a "rocky" initial relationship with UROC when he arrived two years ago, that relationship has gotten much better over the last six months, alluding to staff changes (no specifics were offered). This perception, however, conflicts with the ongoing misalignment and tension between this unit and UROC that we detected throughout our review. When we asked about why the unit has not joined UROC as an affiliated program, he said "We are UROC" because of the central role the unit played in the development of the building. The OBCED director went on to say that he had signed an affiliation agreement with UROC last year; this assertion conflicts with what we heard from the UROC leadership. The director also said that OBCED's focus on practice does not align with UROC's research focus, even though OBCED oversees research efforts and student support activities related to the Community Health Initiative (CHI).

We asked the OBCED director if OBCED and UROC should communicate and coordinate their efforts more closely, he seemed open to that, although he said that their missions were so different that it might not make sense. Yet, he had mentioned during the conversation that there were issues around the use of space for events that seemed to arise from a lack of coordination or communication.

- We strongly recommend that all units that occupy space within the UROC building have an affiliated agreement, ascribe fully to the mission of UROC, and be under the administrative purview of the UROC director. In addition, all organizational aspects of UROC — a faculty-led, academic, public engagement research center — report centrally to the University's Office Public Engagement within the Office of the Executive Vice President and Provost, including allocations of space and other organizational decisions that secure the effectiveness of UROC's overall operations. We recommend that units that occupy space without an affiliated agreement be charged rent for use of space, in line with the UROC policy for use of space by non-affiliated entities. When we asked the OBCED director why his unit doesn't pay rent for its space in UROC, since it reports to another unit, he said that this was the first time he has heard about paying rent as an issue. He said that OBCED and the unit to which it reports (Office of Equity and Diversity) cannot afford to pay rent, given budget cuts, even though he mentioned that his unit pays rent for events in the Urban League and at the St. Paul convention center for special events and for an anticipated incubator space in the building next door that Thor Construction will build and occupy.

- The UROC leadership should develop a plan to reconfigure its space to better suit the needs of the current programs that are expanding and to accommodate new programs interested in affiliating with the Center. Attention should also be given to finding ways to utilize space in developments adjacent to the building. For example, the new Thor headquarters and office building under construction next door will house a business incubator and other program that could further strengthen the relationship between UROC and the community as well as expand opportunities for faculty and students to engage new and innovative community and business-partnered research projects that address important urban issues.

D. Use of space

- There remains a real disconnection between OBCED and UROC. The university should consider doing a functional analysis of the two units and explore a different structure than what currently exists. For example, might it make sense to connect OBCED's Community Health Initiative with UROC's research mission, and to attribute facility costs for the space that OBCED occupies to OED's budget rather than UROC's. There could be other realignments that might come out of such an analysis, but we think that the current situation will, as one of our review team members said, "only set up the next director for problems."
- How space is utilized and which units occupy the building should be re-assessed (see next section on Affiliations). With the growing success and increased visibility of UROC, additional requests to become affiliated with UROC are likely to increase. For example, the Extension affiliate, who currently uses the space robustly, stated interest in expanding, and there is potential for other new partnership development within the building. The school of architecture could do a space utilization study, which could alleviate crowding and make room for a few new entities. We also recommend exploring ways to provide students with a real-life learning opportunity through courses held at UROC and the surrounding communities.
- UROC's lobby area should be further promoted as a gathering place for the community. The lobby offers an inviting, common space for members of the community and members of the University to interface and build relationships. UROC should continue to use art and community events within the lobby as an attractor.

III. Recommendations for Future Planning

UROC remains on a strong and steady path for continued success and further expansion. The trust and relationship it has developed with the local and broader communities make it an important player in advancing the University's commitment as a 21st Century land-grant research university. As UROC continues its work on this promising trajectory and conducts its future planning, we offer the following assessments and recommendations:

A. Taking It to the Next Level

UROC is poised to “go to the next level,” building on the success of its first five years, with an experienced staff and an impending leadership transition. The University has an opportunity to leverage the community development projects of its corridor partners through the Northpoint expansion and the new Pillsbury developments. It can use UROC’s research to help identify outcomes and metrics and then create a longitudinal study to identify the impact. Specifically we recommend the following actions:

- Fully integrate the best practices and cutting-edge research happening at UROC and elevate it further with the University infrastructure as an academic endeavor. Provide transportation services that bring members of the University to UROC and members of the community to the University.
- Find ways for the University to further build UROC’s capacity to conduct high quality community-based research by creating new opportunities to conduct evidence-based research that benefits both the scientific community and urban communities. The kinds of uncommon access to citizens and professionals within the community that UROC is able to provide to faculty and student researchers offer a ripe opportunity to strengthen the quality of research conducted on important community issues. Several of the faculty whom we interviewed described how through their collaboration at UROC and the access to particular communities, they were able to collect better, more authentic, and more robust data that ultimately allowed them to produce a stronger research product.
- Consider developing a certificate program in community-based participatory action research, which would be made available to students and community members. This would be a popular program that could also generate revenue for UROC and the University. UROC should become a Resource Center to build capacity among its diverse stakeholders. As a Resource Center, UROC should have its own chart string, enabling it to keep a portion of the indirect cost recovery overseen by the faculty director and UROC’s Advisory Committee.
- Further cultivate UROC’s relationships in the business community, building on evidence-based results, and connect those relationships to conduct research and engagement that advances K-12 education issues, economic development, and pipeline career opportunities. Because of the high regard in which UROC is held in the community, it can serve as the perfect convener for bringing together the various stakeholder groups (business, government, schools, residents) to coordinate their efforts and work collaboratively across sectors.

B. Publicize

- The location of Minnesota Public Radio (MPR) with UROC — an unaffiliated unit that will pay rent for its use of space — offers an opportunity to spotlight and highlight the innovations that are taking place at UROC and its partners and affiliates nationally. It should also serve as an opportunity to incorporate partnerships with existing community communication modules to create a transformation of both mainstream and community communication tools that are mutually beneficial. MPR has agreed to work with UROC in offering internships as a Youth Training model for careers in broadcasting.

- UROC is an innovative research and engagement center that has already been cited as an exemplar at national conferences and books on public engagement. The University should find ways to promote UROC more aggressively locally and regionally through every available channel, from billboards to the side of buses.
- A plan should be developed to tell UROC's stories of research and engagement activities through various media.

C. Leadership

In considering the future leadership of UROC, succession planning should be considered. The strong, trusting relationship that UROC has been able to establish with the community requires continued capable leadership and management. Our team discussed whether the next director should continue to be a tenured faculty member (as the original plans for UROC state), or if the position should be held by other kinds of professionals. We also explored whether a co-directorship might be viable; that is, a position held jointly by an academic from the University and a member of the community. In discussing this issue, we conclude the following:

- At its core, UROC is an academic, public engagement research center. Its success resides on the participation of faculty, students, and other academic personnel in community-based partnership work. Therefore, we strongly recommend that the University continues to provide funds to buy-out or hire a faculty member (preferably tenure track) to serve as the Director of UROC so that the center's academic focus is maintained. Attention needs to be given to recruiting an individual for the position who is capable of building on and further nurturing the community relationships and welcoming culture that have brought UROC success to date. Qualities that will be important for the next leader are tenacity, understanding of a 21st Century approach to public engagement and community-engaged research, and expertise in brokering community-based research in an equitable fashion. Ideally, the faculty director should have a scholarly agenda of his/her own that aligns with UROC's mission, and goals.
- Given the nature and success of its work, UROC is sure to draw funders and supporters interested in addressing challenging urban and metropolitan issues. The University should consider increasing financial support for faculty and community fellows as part of the University's capital campaign and explore funding endowments that support faculty-community partnership research.

D. Recruitment and college access:

During our discussions with faculty and students, we were struck by how students who participate in UROC's programs are engaging middle and high school students in leadership development activities that are enhancing the younger students' interest in pursuing a college degree. We see enormous potential for UROC, through its collaborative programs focused on youth and leadership, to serve as place to enhance college access for underserved students. In addition, because of the increased interest among undergraduate and graduate students in participating in community-

engaged experiences (courses and research projects), UROC can also serve as a tool to recruit students interested in grand challenges work to attend the University of Minnesota.

As UROC expands its work, we recommend the following:

- Develop a strategy that sees UROC as a key asset and a recruitment tool for students nationwide who are interested in community engagement.
- Have the University incorporate knowledge from UROC into its enrollment strategies for the future. The knowledge that is being gained at UROC presents an opportunity to recruit new Americans and people of color. They are growing their own pipeline. UROC will likely serve as an attractor of talented and overlooked high school students in communities of color.
- UROC needs to brand its model and publicize North Minneapolis as a college-ready community, within the context of University of Minnesota's urban land-grant research mission. High school students using UROC see it as a welcoming and accessible home, which is an untapped recruitment resource for the University. The University can incorporate this knowledge into its recruitment and retention strategies to attract a more diverse student body.

E. Assessment

Assessment and evaluation are an important and essential part of all centers and units like UROC. While UROC has captured some very useful data and has compiled many compelling stories, a more robust metrics plan should be developed now that UROC has found its footing and its programs have a solid foundation. We recommend the following actions:

- Decide on a set of priority metrics and use them to measure the impact and return on investment of UROC's work.
- To help measure UROC's long-term return on investment, the University should create systems for capturing and tracking data on student enrollment from North Minneapolis and overall student outcomes and satisfaction associated with their exposure to community engagement projects.

F. Other Issues

We recommend that consideration be given to the following issues:

- The University should create courses leading to a Certificate Program in Community-Based Research at UROC. There is a growing demand for training and development in community-based research. UROC would serve as the perfect venue for this type of certification program.
- UROC should foster the creation of a "best practices" network of Anchor Institutions in metropolitan Minneapolis.
- UROC should put the CEO development program in place and measure the impact its participants have on local business development.

- Consider using digital means more fully to connect the university campuses with UROC events.
- Find ways to more fully incentivize faculty to use UROC's facility and continue to encourage UROC to broker relationships with the community
- Do more to develop cohorts among the students, faculty, and community members working on projects in UROC.
- Do more to promote UROC's value among faculty, staff, and students.

— END OF REPORT —

APPENDIX A

List of Documents Reviewed by External Review Team

I. UROC Executive Summary

II. UROC Self Study

- A. UROC Fiscal Year 2017 Budget
- B. UROC Faculty Involvement 2016
- C. UROC Sponsored Projects 2016
- D. UROC Programs by Topics 2016
- E. UROC Goals
- F. UROC Org Chart
- G. UROC Community Affairs Committee
- H. UROC Executive Director Job Description

III. Current Documents

- A. UROC Journey Report
- B. UROC 2014 Annual Report
- C. UROC 2015 Annual Report
- D. UROC Logic Model
- E. UROC Affiliation Survey
- F. UROC Space Use Form
- G. UROC Orientation Guide
- H. UROC Orientation Engaged Research Lab 2016

IV. Historic Documents

- A. UROC Genesis
- B. UNP and UROC Executive Director Report 2008
- C. VP Jones UROC Presentation to U of M Regents 2008
- D. UROC Strategic Process Report 2009
- E. UROC Strategic Process Timeline 2009
- F. UROC Action Planning Team 2009
- G. UROC Strategic Process Summary 2009
- H. UROC Building Art and Design 2009
- I. Advancing an Urban Agenda - Maruyama et al

APPENDIX B

External Review Team Site Visit Schedule: Robert J. Jones Urban Research and Outreach Engagement Center

Sunday, November 20

6:00 - 8:00 p.m. “Get Acquainted” Dinner with A. Furco, Associate Vice President for Public Engagement

Monday, November 21

8:20 a.m. – 8:45 a.m. Breakfast at UROC

8:45 - 9:15 a.m. Meet with Heidi Barajas, Executive Director, UROC

9:15-10:45 a.m. Meet with UROC Directors: Heidi Barajas, James DeSota, Makeda Zulu Gillespie, Nina Shepherd

10:45 – 11:00 a.m. Break

11:00 - 11:50 a.m. Affiliated project faculty and community partners: Alika Galloway and Ross Roholt; Tobin Nord and Lea Hargett

11:50 - Noon Break

Noon - 1:15 p.m. Lunch with UROC Executive Advisory Committee (EAC) Megan Gunner, Jan Morlock, Kari Smalkoski, Danita Brown Young, Minerva Munoz, CAC, Judy Baker, Willie Dominguez, Selena

1:15 – 1:30 p.m. Break

1:30 - 2:15 p.m. Meet with students: Jonathan, Montana, Jimin, Arien

2:15 - 4:15 p.m. Meet with affiliated faculty: Yingling Fan and Katie Johnston Goodstar; Michael Goh and Jigna Desai; Tammy and Lesa Clarkson; Scott McConnell

4:15 – 4:30 p.m. Break

4:30 - 5:15 p.m. Meet with community partners : Ravi Norman, Thor Construction; Mary Beth Hansen, Minneapolis Women’s foundation, Alysha Price, NAZ

5:15 - 6:00 p.m. Tour Facilities

6:30 - 8:30 p.m. Dinner and review team debrief (review team only)

Tuesday, November 22

8:00 - Noon Preparation of final recommendations report

Noon - 1:00 p.m. Review Team Members’ presentation of external review report

- Executive Vice President and Provost Karen Hanson
- Executive Director Heidi Barajas
- Director of Administration and Project James DeSota
- Director of Community Outreach
- Associate Vice President Andrew Furco

1:00 - 1:30 p.m. Executive session: Meet with Associate Vice President Furco

1:30 – 3:00 p.m. Finalize external review report.

APPENDIX C

External Program Review Topics and Questions

GENERAL OBSERVATIONS:

1) PROGRAM ACCOMPLISHMENTS & SUCCESSES

In considering the history and development of UROC over its first five years, to what extent has it succeeded in achieving its intended mission, goals, and purposes? In what areas has it succeeded? What stand out as key accomplishments?

2) AREAS FOR PROGRAM IMPROVEMENT

Which particular program areas require improvement and further development? What recommendations might you offer to improve these program areas?

3) RECOMMENDATIONS FOR FUTURE PLANNING

As UROC embarks on its next five years of work, to what issues should it be attentive? What changes, if any, are recommended to secure its programmatic, organizational, financial, and academic success?

REVIEW OF SPECIFIC ISSUES

We would appreciate your assessment and recommendations regarding the following issues:

- 1) UROC's organizational & management structure
- 2) The affiliation process for units to become an official program of UROC
- 3) Use of the building's space
- 4) Climate and culture within the UROC building
- 5) UROC's alignment with broader institutional priorities on reciprocal public engagement and community partnerships, academic and scholarly excellence, diversity and multiculturalism, and other goals of the campus strategic plan
- 6) Relationship with and involvement of community
- 7) Engagement of university faculty and academic units in the research and engagement work of UROC
- 8) Strategies for measuring the impact of UROC's work
- 9) UROC's central campus administrative reporting line
- 10) Fiscal health and financial management of UROC
- 11) Compatibility of UROC's values, norms, principles with those of the communities with which it is partnered
- 12) UROC leadership and management
- 13) External reputation and visibility of UROC's work
- 14) Scale, scope, and focus of UROC's program activities and initiatives
- 15) Involvement of key stakeholders: community partners, faculty, students