



Making Change.

Case Center for Regional
Economic Issues

November 15, 2004

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What is “Making Change?”

First of all, “Welcome”, and thank you for spending time with us this morning.

Some years ago, Richard Shatten, the former Executive Director of the Center for Regional Economic Issues at Case (REI), came up with an idea. He felt that the economic transformation sweeping our region called on us to try something different. We needed to encourage a new engagement, a new dialogue, a new set of choices.

So Richard proposed this idea to the SBC Foundation. The Foundation, under the local leadership of Rob Reynolds, agreed to finance Richard’s bold idea. Richard called in plan, “Making Change”, and he enlisted ideastream, one of our regional public broadcasting networks, to be a partner.

Sadly, Richard died before he could see his ideas fully realized. Last year, the Weatherhead School recruited Ed Morrison to be Executive Director of REI. Ed has embraced Richard’s vision, and for the past year, we have been working to carry it out.

Last November, REI held its first annual meeting under Ed’s leadership. We set out a new framework for regional economic development and our vision and values for Making Change.

Our vision

Our vision for Making Change is straightforward:

We will leave to future generations a sustainable, creative and innovative economy in Northeast Ohio that provides opportunities for anyone prepared to grasp them.

Our values

Our values are equally simple:

We will behave toward each other in ways that build trust and mutual respect.

For a few hours, this morning, we invite you to participate with us in Making Change. We hope that, after this experience you will decide to continue to be engaged in what promises to be an exciting transformation for all of us.

Our Agenda

7:30 A.M. – 8:15 A.M

- Registration: Breakfast & Networking

8:15 A.M. - 8:30 A.M.

- Welcome: What we hope to accomplish

8:30 A.M. - 9:45 A.M

- .Seminar: Open Source Economic Development

9:45 A.M. - 10:00 A.M.

- Break

10:00 A.M. -11:45 A.M.

- Creative Arts & Industries
- Sustainable Business Development
- Inner City Prosperity

12:00 A.M. - 1:00 P.M.

- Questions and Guidance: Lunch and Panel
- Discussion

1:00 P.M. -1:15 P.M.

- Next steps: Work Group Reports and Wrap-up

Some More Background

Metropolitan regions that compete successfully for jobs and educated, creative people in the 21st century will be those that build active networks among the people and organizations with the power to stimulate economic growth. Last year, REI launched an initiative to build networks in Northeast Ohio through its “Making Change” initiative.

Today’s conference, jointly sponsored with the SBC Foundation, looks at three topics crucial to regional economic development: “The Value of Creative Industries,” “Sustainable Business Practices” and “Inner City Prosperity.” This is the third conference since REI began the initiative a year ago.

We are making great progress in developing civic entrepreneurship networks throughout the region. In the past year, it has been very exciting to see the various organizations and individuals in the area begin to make connections among one another, and harness their knowledge and expertise for use in fostering economic development.

This conference includes a seminar on open-source economic development, a model pioneered at REI. The approach emphasizes four key points:

1. Regional economic development in today's global economy requires open collaborative networks to spot opportunities and move quickly;
2. Effective execution of a regional strategy depends on building a process that promotes civic habits of trust and collaboration;
3. Our colleges and universities are critical nodes in these new networks; and
4. Competitive regions need aggressive collaborative investments five related areas to build a reinforcing cycle of prosperity.

This approach focuses our attention on the following areas: building brainpower; translating brainpower into wealth through entrepreneurship and innovation networks (sometimes called “clusters”); building quality, connected places to retain both talented people and growing companies; executing an effective branding strategy; and building civic habits of dialogue and inclusion.

The “regional road map” REI has developed for Northeast Ohio encompasses 22 counties in the state, stretching from Ashtabula County in the northeast to Crawford County in the southwest, as well as one county in western Pennsylvania.

Our Seminar

For about an hour this morning, we will be exploring different dimensions of Open Source Economic Development, an approach to regional economic development that our Universities Collaborative has been working to develop. It relies on systems approach to regional economic development.¹

This morning's seminar will take you to the front lines of regional economic development. We'll show you what we have been thinking and talking about among our partners both inside and outside the university.

Ed Morrison will give you an overview of our strategy and how we have applied these insights to develop our Universities Collaborative. We borrow heavily from the insights of social network analysis. Valdis Krebs has shaped our thinking about how networks work and why they are so critical to our economic transformation. Valdis will give us an overview of key insights.

These ideas are not idle theory. For a number of years, Valdis has been working with June Holley of the Appalachian Center for Economic Networks (ACENet). June will show you how she has been applying these insights. We have sent one delegation of civic entrepreneurs down to Athens, Ohio to learn what June has been doing. We are planning to send more. June has also brought a delegation of her key people to Northeast Ohio to learn more about how these ideas can be applied here.

Building networks comes down to personal behavior and our mental models. In this region, David Cooperrider at Case has developed an approach to large group interventions that can transform our region. Called Appreciative Inquiry, Cooperrider's approach has deeply guided our University's Collaborative and our approach to regional economic development. Literally hundreds of professionals in Northeast Ohio have learned and apply the principles of Appreciative Inquiry, professionals like Jack Ricchiuto. Jack is a local entrepreneur who has worked with REI as we structure our activities around

1. This approach is different than the typical problem-solving approach to economic development. "The problem-solving approach identifies the many problems...and tries to solve them. A systemic approach requires one to step back from the immediate problems and develop an understanding of how the whole thing works." See Papert, S. (2000) "What's the big idea? Toward a pedagogy of idea power", IBM Systems Journal, Vol. 39, Nos 3 & 4, p. 720.

these principles. He will share with us some of his insights into how we can apply some of these principles to our work.

Here's some more background on our speakers:

ED MORRISON
*Economic
Development
Strategist,
Universities
Collaborative
Member*

Ed Morrison is Executive Director, Center for Regional Economic Issues at the Weatherhead School of Management. For over eighteen years, Ed has been conducting strategy projects with economic developers in the U.S. He has worked on these issues from rural counties to the halls of Congress and dozens of places in between. His work received the first Arthur D. Little Award by the American Economic Development Council in 1885. For over ten years, Ed worked with Oklahoma City to redesign its regional economic development strategy. He is the architect of the economic development action plan for Oklahoma City, "Forward Oklahoma City." launched in 1996. The program generated one of the highest returns on investment ever measured by the Economic Strategy Center in Atlanta, GA. He followed this work with "Forward Oklahoma City II". For the past seven years, he has consulted with the Kentucky Cabinet for Economic Development and managed the state's community assessment program. He is the author of the 1998 Commission on the Future of the South report.

Ed is a frequent national speaker on workforce development issues and travels to China frequently. He has consulted for the Hong Kong Industry Department, the United Nations Development Program, Ford Motor Company, Volvo, and General Electric. He currently serves as chairman of a joint venture project in Xi'an with U.S., Chinese and Japanese investors. He also worked on economic development issues in Washington, as a legislative assistant to a member of the House Ways and Means Committee and as staff counsel to the Senate Democratic Policy Committee. Ed is a graduate of Yale University and the University of Virginia. Learn more: <http://www.edpro.net>

VALDIS KREBS
*Social Network
Analysis*

Valdis is a management consultant and the developer of InFlow, a software based, organization network analysis methodology that maps and measures knowledge exchange, information flow, communities of practice, networks of alliances and other networks within and between organizations. Through eye-opening graphics and revealing measures, this technique allows managers to see what was once invisible. Clients such as IBM, TRW, Raytheon, Aventis, Cardinal Health, CapitalOne, Centers for Disease Control [CDC], Lucent Technologies, Hiram Walker, Shell, ACENet, CWRU-REI, Rubbermaid, Sempra Energy, Deloitte Touche Tohmatsu, Jaakko Poyry, PricewaterhouseCoopers, Booz-Allen & Hamilton, KPMG, University of Michigan Business School.

His work in organizational network analysis has been covered in major media including Discover Magazine, Business 2.0, New York Times, and Wall Street Journal, USA Today, CNN, Entrepreneur, First Monday, Optimize Magazine, Training, PC, ZDNet, O'Reilly Network, Knowledge Management, Across the Board, Business Week, HR Executive, Personnel Journal, Forbes, FORTUNE, MSNBC.com, HR.com, Release 1.0, and several major newspapers around the world. Valdis speaks on organizational networks at major universities and colleges throughout the country and the world. Mr. Krebs is a graduate in Mathematics & Computer Science, Organizational Behavior/

Human Resources and has studied applied Artificial Intelligence. Learn more: <http://www.orgnet.com>

LASZLO KOZMON
*Collaborative
Process*

Laszlo Kozmon is a practitioner of the art of business performance improvement. His industry experience includes diverse capital equipment and commercial sectors, telecommunications, electronics, software, consumer goods, foods, hospitality, and financial services. Clients included companies such as GE, Textron, EDS, General Mills, Dover, NCR, Hilton, and the World Bank. For 20 plus years, Laz has focused on helping client management shape a vision and tap into available resources to create and grow economic value. He has developed several proprietary models for analyzing the impact of activities and operational performance indicators on a company's ability to create customer and shareholder value.

He is a pioneer in the use of knowledge-based engineering solutions to improve dramatically supply chain and operating performance in the manufacturing and distribution of complex products and is a managing consultant at Novomont Partners, a firm that designs critical business initiatives to create and improve performance, introducing new collaborative business practices and techniques for managing partnerships and alliance networks. Laz is leading a software startup effort in the financial services industry. Laz is a graduate of CWRU and the University of Dayton.

JUNE HOLLEY
*Entrepreneurial
Network
Development*

June Holley is President and founder of the Appalachian Center for Economic Networks (ACEnet), a community economic development organization in southeastern Ohio committed to building a healthy and sustainable regional economy based on economic justice, self-determination, and respect for diversity. With the ACEnet staff, she has pioneered the implementation of many innovative economic development strategies including business networks, sectoral incubators, a youth entrepreneurship initiative, and technology-based workforce development programs.

In 1991, she was selected by Governor Voinovich to be inducted into the Ohio Women's Hall of Fame. An avid researcher on complexity and organizations, she has co-authored over 30 papers and two books on various aspects of economic and community networking. She was recently awarded a Rockefeller Fellowship at the University of Kentucky, where she will work on a Tracking That Makes A Difference™ system that will enable organizations to increase their scale and impact. She has been featured in the Wall Street Journal, Ohio Magazine, Entrepreneur, In Business and many other publications. Learn more: <http://www.acenetworks.org>

JACK RICCHIUTO
*Organizational
Development,
Collaborative
Technologies*

Jack is an independent corporate coach, author, and principal with Smart Meeting Design. For over 25 years, he has been serving organizations across 20 + industries, from Fortune 500 to start-ups, focusing on helping teams and leaders improve their performance through better use of their strengths and resources. His clients include Ford, MCI, American Greetings, Parker Hannifin, Phillips/Nuclear Division, Viacom, American Institute Of Banking, Doty & Miller Architects, and University Hospitals. Jack is the author of Collaborative Creativity, Accidental Conversations, and Project Zen, and

Appreciative Leadership and writes for national and local publications including Projects@Work, Smart Business News and Cool Cleveland. A member of the Society of Professional Journalists, Jack also is a writer conference seminar presenter and speaker. The core of Jack's corporate coaching work is coaching executives and project teams in performance improvement. His work with Smart Meeting Design is coaching organizations and teams in the use of collaboration technologies. Jack continues to teach Executive MBA classes as well as design and deliver seminars in personal, team, and leadership development across industries. Jack is a graduate of John Carroll University and Goddard College. Learn more: <http://smartmeetingdesign.com>

Our Deliberation

We will be experimenting this morning with a format that blends two approaches to citizen engagement: Appreciative Inquiry and Deliberative Discussion.

Appreciative Inquiry. David Cooperrider and his colleagues at Case developed Appreciative Inquiry (AI). Mark Chupp and his colleagues at Cleveland State University have used AI in community settings throughout Northeast Ohio. AI is an exciting new approach for learning and civic innovation.

AI starts with a simple premise: By asking positive questions, we can generate new images of our future -- images evoked by the best of the past and present. These powerful images of ourselves and our region will inspire action and innovation. Here are some examples of how AI works.

- Cooperrider and his team have demonstrated how AI can shift a diverse group of people in a new direction. Some years ago, Roadway began an AI process throughout its North American operations. Management realized that to thrive in an industry in which net profit margins are less than five percent in a profitable year, each of its 28,000 employees must assume leadership responsibility. The results have been impressive. When the work began, Roadway stock was at around \$14 per share. In two years, it rose to over \$40 per share.
- Mark Chupp and his team at CSU has helped the Broadway neighborhood in Cleveland to change the civic dynamic from an “us versus them” conversation to one of common goals, needs and interests. A new vision of the neighborhood is lived out through the creation of a community mural, a welcome wagon program, human-interest stories in the Neighborhood News, and an annual street festival that brings together families of diverse socioeconomic backgrounds

Deliberative Discussion. A Deliberative Discussion is less directed and less structured than an AI process. Under its Ohio Public Policy Institute, Kent State University has assembled a team skilled in Deliberative Discussion². The Ohio Public Policy Institute (PPI), one of 30 PPIs in the United States, is located at Kent State University and has completed five annual sessions since its initial training activities in 1994. Since that time

2. The team includes Marilyn Bokrass, Karen Drotar, Betsey Justice, Jackie Peck, Linda Robertson, Kim Sebaly, and Diana Wayand. See <http://fp.dl.kent.edu/ohioppi/people.htm>

nearly 250 participants have become engaged with KSU sponsored PPI activities. The Ohio PPI is involved in National Issue Forums and local issue framing.

With the Northeast Ohio Council on Higher Education (NOCHE), Kent State's Ohio PPI launched a number of student-led deliberative discussions in our region this fall. A Deliberative Discussion is not a debate; it is an informed discussion about issues. The discussion aims to create an understanding the multiple perspectives surrounding those issues. Research shows that informed discussion can profoundly affect people's positions on issues of mutual interest.

A month ago, Case teamed with Kent State University, ideastream, The SBC Foundation and The Cleveland Foundation, to manage Deliberation Day in Northeast Ohio for MacNeil/Lehrer Productions. Deliberation Day is a bold new experiment to revitalize our democracy and break the cycle of cynical media manipulation that cripples public life. The proposal calls for a new national holiday— Deliberation Day—for each presidential election year. On this day people throughout the country will meet in public spaces and engage in structured debates about issues that divide the candidates in the upcoming presidential election.

In the months ahead our Universities Collaborative will be launching new initiatives to encourage deliberative discussions on regional issues³.

Our experiment today. We are combining the positive questions suggested by AI with a moderated discussion format used by Deliberative Discussions. In this way, we will generate focused discussions that will help move forward our region's economic transformation. We are focusing on three topics that have the potential to transform our regional economy.

Our moderators are a combination of students and professionals who have been trained to conduct these Deliberative Discussions. We thank Kim Sebaly of Kent State University for assisting us in this effort. We will be addressing three questions:

- How can Northeast Ohio build a position of global leadership in creative industries?
- How can Northeast Ohio build a position of national leadership as an innovator in developing prosperous inner city neighborhoods?
- How can Northeast Ohio build a position of global leadership in sustainable economic development by applying sustainability principles to all we create?

We have prepared background briefing papers on each of these topics. We will be exploring these issues with directed questions. We will also be defining specific questions that we can ask our panel of experts.

3. Jim Fishkin, the architect of Deliberation Day, is a professor of political science at Stanford. He is also Hunter Morrison's college roommate. We have contacted Jim and he will be working with our Universities Collaborative to launch some regional deliberative discussions in the months ahead. See Bruce Ackerman and James S. Fishkin, *Deliberation Day* (Yale University Press, 2004).

Our Panelists

In regional economic development, we often suffer from the “tyranny of expertise”. We assume that the “answers” can be delivered by “outside experts”. Recent research suggests, however, that diverse, open large groups of people are smarter than the few.⁴ Rather than relying too much on outside experts, REI would like to foster the notion that the expertise we need to transform our economy is already here in Northeast Ohio.

To demonstrate this point, we have assembled both our speakers and our panel from people we have met in the past year.

*CONNIE ATKINS,
Executive Director,
Consortium of
African American
Organizations
(CAAO)*

CAAO (pronounced K-O) is an umbrella consulting organization for the black professional organizations of greater Cleveland. CAAO serves as a conduit and referral source to existing resources for entrepreneurial development, professional development, and leadership empowerment for its member organizations. Ms. Atkins is a seasoned entrepreneur, a published author, a motivational speaker, a college professor, and an international business consultant, having served on many community boards. As an international business consultant, Ms. Atkins led two trade missions to South Africa and was selected to serve on a Bi-national Commission as an advisor to Secretary of Commerce Daley and Vice President Gore on \$2.6 billion economic development budget between the USA and South Africa and participated in developing the first Trade Initiative Framework Agreement between the U.S. and South Africa since the end of apartheid with Vice President Gore, Secretary Daley, and President Thabo Mbeki. Ms. Atkins is a graduate of John Carroll University and Cuyahoga Community College and has received numerous honors and awards. Learn more: <http://www.caaonet/>

*STEVE CENCULA,
Partner, FORM*

Before joining FORM, Steve was Founder and President of Kaleidoscope Animations. During his 14 year tenure there, the

company grew to serve clients including Procter & Gamble, Fisher-Price, Diebold, Rubbermaid, and Parker Hannifin. His work has been recognized by the ADDYs, and he's been named to Crain's Cleveland's Who's Who in Technology two years running. Steve

4. See James Surowiecki, *The Wisdom of Crowds* (2004).

is a member of the Board of Directors for The Cleveland Institute of Art and serves on the school's Advisory Board for its digital media department, T.I.M.E. (Technology and Integrated Media Environment). FORM is a creative services boutique that blends new technology with world class visual design to help companies build new kinds of brand connections and experiences. The firm's offerings include branded web-based games, training, promotions and contests, as well as virtual demonstrations and integrated online/offline campaigns. Steve attended the Cleveland Institute of Art specializing in industrial design, sculpture and painting. Learn more: www.theformgroup.com

*DAN DAHL,
Executive Director,
EJ Thomas Hall and
the Akron Civic
Theatre*

Dan Dahl was honored with the 2003 Governor's Award for the Arts in Ohio, recognizing his leadership and advocacy in Akron, Ohio. Dahl has been an innovative leader in integrating arts activities into community, business, and civic development. The description of Dan and his work provided by the awards announcement helps set his achievements in context: "Dan Dahl is a man with extraordinary vision and an active voice in the community that he regularly uses to advocate for the arts as a tool for economic development. Dahl has been described as the 'Energizer Bunny' of Akron. Under Dahl's leadership, attendance at the two facilities doubled from 1991 to 2001. More than \$30 million has been invested in the theatres in that same period of time. This includes a \$22 million restoration and expansion project at the Akron Civic Theatre which has played a crucial role in the downtown Akron revitalization plan. He is a leader in the arts community, forging close alliances with local arts organizations, leading a community-wide arts development project, helping to found First Night Akron and serving as president of the Akron Area Arts Alliance." Learn more: <http://destinationdowntownakron.com/>

*BILL DOTY, Doty &
Miller Architects*

Bill Doty founded Doty & Miller in 1977 with partner, Charles Miller. Over the past 5 years the firm has been committed to providing a sustainable design approach to developing high performance green buildings. Because of the sustainable design of buildings as a growing worldwide trend, the Federal Government now mandates standards for buildings. Numerous states and cities also have green building guidelines for their communities. Bill is a leading national speaker, presenting on the subject of Green Building Design to the AIA, ULI, American Institute of Constructors, Shorebank, General Electric, and IFMA. Doty & Miller Architects demonstrated green solutions in the renovation of the old Bedford Post Office into offices for their company, providing a demonstration project model featuring rapidly renewable, recycled content, salvaged and non-toxic materials and finishes. Most recently Doty & Miller has completed a 3.4 kilowatt, building-integrated solar system on two awnings shading the south windows of their building. Bill serves as in an advisory capacity to multiple regional and national sustainable development organizations. Bill is a graduate of Kent State University. Learn more: <http://www.dotyandmiller.com/>

ERNEST JOHNSON,
Cuyahoga
Metropolitan
Housing Authority,
Economic
Development
Administrator

Ernest Johnson has an extensive background in community development, workforce training, youth leadership and public works programs. Ernest Johnson has spent the last twenty-five years working in New York City in a variety of leadership roles. In the 1990's, Ernest was Project Director of the Youth Employment Training Program at The Boy Scouts of New York, Greater New York Councils, Project Director at The Girls Club of New York and served as Chairman of the New York City Youth Employment Coalition. Mr. Johnson served as the Assistant Commissioner of the New York City Department of Employment, consultant for The United States Department of Labor, Vice President for Education and Workforce Development at the South Bronx Overall Economic Development Corporation creating occupational skills and education programs for residents of the South Bronx.

Mr. Johnson currently oversees wealth creation activities for residents of CMHA including occupational skills training, job placement, remediation, GED preparation, savings, home ownership through individual development accounts and entrepreneurial development and serves as a member of both the City of Cleveland and Cuyahoga County Workforce Investments Boards. Ernest is a graduate of Syracuse University, City University of New York and Columbia University. Learn more: <http://www.cmha.net/>

DAVID MOSS,
Creative Director,
EDR Media

After serving as lead designer for American Greetings with an extensive background in design, music performance, fine arts and writing, David joined EDR Media and paired his unique brand of style and energy with the creative and technical resources of EDR. David blends savvy for arts and culture with far reaching know how for the technological applications of new media. His teams have created award winning visual communications products for print, CD, DVD, kiosk, narrow cast and broadcast shows. He is a successful operator for his own design brand group, developing a complete packaging line for Baker Design and Marketing providing private label packaging for retail giants such as, Target, Wal-Mart, Kroger, K-mart and Lowes and has produced successful brand identity packages for retailers, corporations and non-profit entities. David continues to pursue arts and cultural activities in the community. David recently displayed his mixed media works at Lucky's Café in Tremont and is active in regional non-profit arts initiatives. David is a graduate of Purdue University and the Rochester Institute of Technology. Learn more: <http://www.edr.com/>

LAURA ORKIN,
President,
Beachwood Chamber
of Commerce; COO,
Envision Radio
Networks

Laura Orkin is following a legacy of community service begun by her father, Louis Orkin, past president of the Heights Area Chamber of Commerce and founding member of The Beachwood Chamber of Commerce. Her experience includes the Macy's Executive Training program in New Jersey and Business Manager for Allan Raider Studio in Union, New Jersey. In 1993, Ms. Orkin and her husband Daniel Wolkoff, returned to Beachwood where she worked for Office Placements in Beachwood. Laura formed the Beachwood Business Fax in 1994. In 2004, Ms. Orkin sold Beachwood Business Fax and was named Chief Operations Officer of Envision Radio Networks. Laura Orkin participated on the Beachwood Recreation Board from 1997-1999, serving as President in 1999. In addition to her COO role at Envision, Laura volunteers at Hilltop, Bryden and Beachwood Middle School and coached the March 2004 second grade Destination

Imagination team. Laura is a graduate of Miami University, Oxford. Learn more: <http://www.envisionradio.com/>

*EILEEN
PARMELEE,
Principal, Chagrin
Falls Middle School*

Eileen Parmelee has been a teacher in the Chagrin School district for 33 years serving as a Math Department Chair, Athletic Director, and Assistant High School Principal and is presently the Middle School Principal. Eileen's professional experience involved designing individual mathematical programs for grades 5 – 8; presenter at multiple annual conferences of the National Middle School Association; President of the Chagrin Falls Education Association; Chief Contract Negotiator for Teachers and a member of the Chagrin Falls Middle School Leadership Team. Eileen Parmelee has also served on several educational advisory committees and is a certified Mentor Trainer. Her special area of interest is developing new solutions to engage female students in new technology platforms. She was named to the Who's Who Among America's Teachers, Chagrin Falls Schools Teacher of the Year and the Jennings Foundation Mathematics Award for Individualized Mathematics Program. Eileen is a graduate of Ursuline College and Ohio University. Learn more: <http://www.chagrin-falls.k12.oh.us/cfms/cfms.htm>

*JASON J.
TERRIEN,
President,
Thunder::Tech*

Jason Therrien, a Cleveland native founded Thunder::Tech six years ago in a dorm at John Carroll University. The company started as a web design firm and quickly grew into a web and database group as clients required more interaction with their site and had the need for easier communications internally. Continued growth in design services have led to expansion into more in-depth marketing and advertising services for our clients. Thunder::tech employs ten team members and has recruited several from out-of-state and out-of-region, proving our disbelief in Cleveland's brain drain. We employ database experts, application programmers, web designers, print designers, marketers, copywriters and administrators. Thunder::tech is blazing its own path in creating a new model of marketing combining data and design to create more effective and measurable presences for our clients. Jason volunteers for the Cleveland Professional 20/30 Club and is Chair of the Emerging Leaders Group, part of the Cleveland Roundtable. Jason is a graduate of John Carroll University. Learn more: <http://www.thundertech.com/>

The Universities Collaborative

Across Northeast Ohio, there is a growing recognition that the social, political and economic fragmentation that characterizes the region is not only inefficient, but is holding back our economic progress. As our economy continues to weaken, business and civic leaders and citizens alike are seeking new ways to rediscover the deep roots of our regional character – the special gifts, collective assets, and innate knowledge that can be linked in new ways to create a vital competitive economy with an exceptional quality of life.

The Fund for our Economic Future represents an innovative undertaking funded by over 50 foundations. The Fund provides important leadership for advancing a focused economic development agenda. Early in fall 2003, faculty and professional staff from a number of area colleges and universities entered into an equally bold endeavor. After a number of months of discussion, the colleges and universities formed the Universities Collaborative in January 2004.

The Universities Collaborative is a partnership of six Northeast Ohio colleges and universities. It is chaired by Steven A. Minter, Executive-in-Residence at Cleveland State University, and includes representatives from each of the participating colleges and universities. The six university presidents have endorsed the Collaborative. The universities involved in the Collaborative are:

- Case Western Reserve University
- Cleveland State University
- Kent State University
- Lorain County Community College
- The University of Akron
- Youngstown State University

This team represents an unprecedented collaborative effort among public and private universities and community colleges and centers. While the scope of this new partnership is unprecedented, the four public universities involved in the Collaborative have a 25-year history of collaborative research, technical assistance and outreach projects on regional issues through the Northeast Ohio Research Consortium (NEORC) of the Ohio Urban Universities Program (UUP), a program of the Ohio Board of Regents and the General Assembly that supports university-based applied research, technical assistance

and outreach at eight urban universities throughout Ohio. These projects have principally been managed through Cleveland State, which chairs both the NEORC and the UUP. The Urban Design Center at Kent State is one example of an institutionalized collaboration between Kent and Cleveland State, made possible through the UUP.

The team members are college and university faculty and professional staff who are working with many of the regional initiatives currently underway throughout the region. They bring a unique set of skills and a large body of relevant economic and planning research. These assets include internationally recognized process design consultants and researchers, economic development experts, a cadre of practitioners/facilitators experienced in bringing together diverse sectors of the community in public forums around issues impacting the region, and a software package of collaborative IT tools custom-designed for the AI process.

The Collaborative works closely with public media. Members of the Collaborative own, individually or collectively, the licenses of two public radio stations (WKSU and WYSU) and a public television station (45/49) with a broadcast signal that covers all but the western-most communities in the 13-county region. In addition, both Case and CSU have a close working relationship with ideastreamSM (WVIZ and WCPN) with a long history of collaboration.

The Universities Collaborative has pooled its collective experience in regional economic development, community development, physical planning, organizational behavior and management for the benefit of our region. The work of the Universities Collaborative began with the following principles:

- Utilize and build on local capacity from across all of the universities and elevate and extend the capacity of other local resources, whenever possible.
- Rely on outside experts when needed and discover best practice models from other regions to complement our regional, strength-based inquiries and to help build lasting local capacity.
- Ensure that the dialogue of the region's people is real, that is, that there is an inseparable tie between the process of dialogue and the content of the economic agenda and vision for the region. Like the DNA double helix, the emerging content and the region-wide process of engagement will be inseparable, always linked.
- Build on, celebrate, and deliberately connect all relevant studies, initiatives, and conversations already taking place across the region. The Universities Collaborative is a connective tissue and trusted force to build strong bridges between every significant capacity we already have in the region. This ensures respect for and the long-term stewardship and amplification of our regional resources for economic development
- Shift the public discourse from despair and disconnectedness to hope and interdependence, changing the way the region thinks. This process of authentic engagement transforms identity and relationships while fostering collective visioning, prioritizing, and action planning.
- Build a core constituency and leadership team, rooted in the region, with the capacity to sustain regional-scale dialogue, facilitate decision-making, and make the hard choices and perhaps even controversial investments to sustain future growth and development.

Connection to NOCHE

The Universities Collaborative is currently exploring a series of initiatives to expand its services to the region. All of the members of the Collaborative are members of the Northeast Ohio Council on Higher Education (NOCHE), and we have undertaken this effort in close consultation with Chuck Hickman, Executive Director of NOCHE. In the year ahead, we will explore how to strengthen and broaden the Collaborative within the NOCHE organizational framework and its One Campus initiative.

Capacities of the Universities Collaborative

The Maxine Goodman Levin College of Urban Affairs, Cleveland State University.

This nationally ranked college has twelve integrated research and outreach centers that work closely with governments, foundations, non-profits, community and neighborhood organizations as well as business and civic organizations throughout the Northeast Ohio region. The College serves as the secretariat and chair of the Northeast Ohio Research Consortium and the Urban University Program and collaborates with the other member centers to deliver services. This initiative will draw on a number of Centers and programs:

- The Levin College Forum Program is the College's primary vehicle for civic engagement. Since its inception in 1999, over 10,000 people from all sectors of the region have participated in forums on issues such as lakefront planning, affordable housing, financing Cleveland, and economic development. The Forum draws on the academic and research expertise of the College, bringing together the university and all segments of the community to find new policy solutions to important issues facing the Northeast Ohio region. The College's knowledge of and involvement in the Greater Cleveland community will be an important feature of this process.
- The Center for Economic Development at Cleveland State has strong regional economic analysis skills that are essential in translating any vision into action. The Center has valuable insight about how local industries are responding to changes in the economy. This information is critical for strategic planning. The center also played an instrumental role in identifying the industrial clusters in which Northeast Ohio has a competitive advantage. Researchers at the Center for Economic Development worked closely with individuals at the Greater Cleveland Growth Association on this project. The cluster analysis allowed the Growth Association to develop strategies to support cluster industries to advance regional economic growth.
- The Center for Neighborhood Development (CND) works closely with neighborhood and community development organizations to build capacity through technical assistance, leadership development, mediation and facilitation. CND has successfully used the AI process for neighborhood planning. Founded in 1979, CND assists community groups in preserving and restoring the city's neighborhoods. It was the first outreach program in the Maxine Goodman Levin College of Urban Affairs. In addition to training neighborhood leaders, CND staff are involved in evaluation research on affordable housing issues, project management of housing and neighborhood development projects, and civic engagement activities including training of community development corporations staff on community organizing and appreciative inquiry.
- The Ruth Ratner Miller Center for Greater Cleveland's Future conducts research on planning and development issues and is involved in many of the regional initiatives including the Regional Barometer project.

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- The College also has extensive data and GIS capabilities that can be used to support this initiative. One of the three designated regional data centers in the state, specializes in GIS applications in economic, infrastructure and environmental research.

The Center for Business as Agent of World Benefit, Weatherhead School of Business, Case Western Reserve University. This University Center of Excellence is a network of institutes that share a commitment to bring the best in business and the private sector to bear on the societal issues of our day. This initiative will include two institutes of this Center:

- The Institute for Regional Economic Issues (REI) expands the theory and practice of regional innovation and economic development by developing new research insights, analytic tools, strategies, and policies. Ed Morrison, Executive Director of REI has developed a strategic framework that has been successfully applied in rural counties and large metro economies. This framework dramatically expands the conventional definition of economic development by starting from a different premise: in a global economy, brainpower is the only long-term competitive advantage of Northeast Ohio, or any region. The core focus of economic development should shift away from business recruitment and incentives and toward investments that 1) build brainpower and 2) translate brainpower into wealth through innovation and entrepreneurship networks.
- The Institute for Advanced Appreciative Inquiry is dedicated to advancing new forms of human cooperation linked to community and global action. The goal is to study and enable transformative cooperation at all levels of social systems for the betterment of business and society. The theory and method of Appreciative Inquiry (AI) was developed at Case Western Reserve by Professors David Cooperrider, Suresh Srivastva and others. Appreciative Inquiry is about the co-evolutionary search for the best in people, their organizations, and the relevant world around them. In its broadest focus, it involves systematic discovery of what gives “life” to a living system when it is most alive, most effective, and most constructively capable in economic, ecological, and human terms. AI involves, in a central way, the art and practice of asking questions that strengthen a system’s capacity to apprehend, anticipate, and heighten positive potential.

The Center for Urban and Regional Studies, Youngstown State University. The CURS is part of the University’s Public Service Institute, the University’s principal conduit for service to the broader community. The Institute serves as a clearinghouse for faculty and students interested in participating projects benefiting the Mahoning Valley and Northeast Ohio. The University’s long tradition of service to the community, grounded in its founding as a YMCA college, is an intangible asset that can be brought to the Regional Dialogue process and can be mobilized to insure that the broad community engagement envisioned by the foundation partners is accomplished.

The Center is a member of the Northeast Ohio Research Consortium and the Urban University Program and collaborates with the other member centers to deliver services. The Center works closely with local and state government, foundations, and civic organizations to address the issues facing its service area. The Center is affiliated with the YSU Department of Geography and the Centers for Historic Preservation, Human Services Development, and Working Class Studies. It works closely with the Eastgate Metropolitan Planning Organization on economic development, environmental remediation, and

transportation planning in the Mahoning Valley. It currently is under contract to provide planning services to the City of Youngstown as it implements Youngstown 2010, a 3-year initiative to update the city's General Plan. Its staff is specialized in the disciplines of urban planning, urban geography, urban economics, census analysis, and cartography. The Center has advanced GIS capability and collaborates with Cleveland State University to meet the GIS needs of its constituents. This initiative will draw on a number of the Center's programs:

- **Regional Leadership:** The Center is responsible for providing services to the leadership programs in a 17-county Northeast Ohio service area. Its staff work with the executive directors of 14 leadership programs to develop content for each year's programs and was responsible for developing the first "regional leadership day" attended by the members of each 2003-04 class. The Center publishes *Regional Focus*, a semi-annual newsletter sent to the 7000 alumni of Northeast Ohio's leadership programs.
- **Youngstown 2010:** The Center provides extensive technical assistance to the City of Youngstown as it prepares an update of its general plan and seeks to chart a new future for itself. As a result of this process, the Center has developed innovative GIS-based community mapping tools and has developed broad expertise in community planning which can be applied to the work of this initiative.
- **Data and GIS capacity.** Like CSU's College of Urban Affairs, the YSU Center maintains staff assigned to providing census and economic data analysis and responding to GIS requests.

The Public Services Institute, Lorain County Community College. The Public Services Institute of Lorain County Community College and its Joint Center for Policy Research mobilize the resources of higher education to assist not-for-profit and government sectors by providing:

- Quality training and development to enhance operational efficiency and effectiveness
- Civic engagement and leadership forums to help the community learn and grow
- Process and facilitation services to help build organizational capacities
- Custom/affordable data, research, and evaluation services to inform planning, decision making, and continuous improvement.

The Institute works in collaboration with key partners across the county and region to maximize resources and enhance local service delivery. Formal partners include Ohio State Extension, the Lorain County Auditors Office, the Lorain County Community Alliance, Management Advisors to Nonprofit Agencies (MANA) and others. The Institute also works closely with members of the Northeast Ohio Research Consortium (NEORC) of the Ohio Urban University Program.

Last fiscal year (2003-04) PSI provided training for more than 900 elected officials and government workers in areas like sunshine law, farmland preservation, parliamentary procedures, campaign ethics, media relations, zoning, diversity, utilization of labor market information, and GIS. Academic enrichment, career exploration, leadership development, and employability training were provided to an additional 800 in-school and out-of-school youth in the Lorain County. The same year, PSI convened nearly 50 small

civic groups to engage in conversation about the transformation of urban high schools into small learning communities. The Institute also held eight leadership forums including the Lorain County Fourth Annual Community Summit. More than 700 local and regional leaders attended these forums to engage in meaningful dialogue and brainstorm action for the County. Among the accomplishments of the current year was the pre-forum regional research and forum coordinator role PSI played for the “Great Again!” conference on behalf of organized philanthropy in the region. Last fiscal year customized process and facilitation in areas like strategic planning and team building were also provided to ten different organizations across the region.

- Joint Center for Policy Research: Established as the information arm of PSI in 1998, the Joint Center provided contracted research and evaluation services to more than 25 organizations in fiscal year 2003/04. The Center has extensive primary data collection capacity and expertise in both quantitative and qualitative research approaches. Custom research design and consultation services are provided in the following areas: needs assessments, customer satisfaction surveys, image assessments, public opinion polling, economic impact analysis, marketing research, environmental scanning, and policy analysis. In addition to primary data collection, JCPR provides secondary data analysis using census and labor market information. Trend analysis, comparative analysis, and benchmarking studies have been conducted for many regional initiatives including the NEO Regional Workforce Partnership. JCPR is a full service research, evaluation, data, and GIS services center.
- Lorain County GIS Partnership: PSI/JCPR provides custom mapping services using the base map system established by the Lorain County Auditor Office. The County GIS Manager is housed within our Institute at LCCC. Through this partnership, data sharing agreements have been established with municipalities throughout Lorain County. The overall goal is to establish a standardized geographic platform across political jurisdictions to enhance county planning. Significant progress has been made to create, store, update, map, and display zoning information across municipalities for efficient analysis and utilization.
- Lorain County Community Alliance (i.e., Council of Government): The Alliance is a council of government formed under the Ohio Revised Code, comprised of political jurisdictions and organizations working together in Lorain County to promote a unified and articulate response to issues and opportunities. The Alliance, housed within PSI, has grown from 11 charter members in 1996 to a current membership of 22 of the 35 political subdivisions within Lorain County plus an additional 36 associate members (representing non-profits, business, and other agencies). Membership now represents more than 98% of Lorain County’s population. The Alliance has been successful in numerous areas including cooperative purchasing, watershed coordination, transportation planning and action, and is currently working in collaboration with other county commissioners in Cuyahoga, Lake, Geauga, and Medina counties to enhance regional cooperation. PSI provides leadership and fiscal management for the Alliance.
- Ohio State University Extension: PSI houses the OSU Extension Agent for Economic Development in Lorain County. PSI, OSU Extension, and the County Community Development Department work collaboratively in support of community and economic development county-wide.

Division of Regional Development, Kent State University. Kent State's commitment to regional economic development is evident in the newly created Division of Regional Development designed to ensure that Kent State does an even better job of matching its resources with the region's educational and economic needs.

The Regional Development Office represents all eight campuses of Kent State University and administratively comprises Kent State's Economic Development and Strategic Partnerships unit, the College of Continuing Studies, and the Regional Campuses under its umbrella. Kent State's regional campus network includes campuses in Ashtabula, East Liverpool, Geauga, Kent, Salem, Stark, Trumbull and Tuscarawas and outreach centers in Twinsburg and Cleveland. Kent State is rated one of the nation's 90 most productive public research universities by the Carnegie Foundation for the Advancement of Teaching with over 36,000 students. In addition to drawing upon this distributed network of campuses and outreach centers, the initiative will draw upon a number of Kent State's Centers and Institutes:

- The Ohio Employee Ownership Center (OEOC) serves Ohio's employee-owned companies and future employee owners. Funded by the Ohio Department of Development, the center provides information and preliminary technical assistance concerning employee ownership to employees and managers interested in buying their companies and to owners interested in selling to their employees. The center also provides training and organizational development services tailored specifically to the needs of individual employee-owned firms on a fee-for-service basis. The center has pioneered programs in ownership, business, and financial training for non-managerial employee owners of Ohio companies.
- The Center for Public Administration and Public Policy is a comprehensive regional center for technical assistance, training programs and urban-based research to benefit local governments and nonprofit organizations in Ohio. The center offers assessment centers, community surveys and training in supervisory practices and policy-making skills, as well as professional certification programs for clerks of council, clerk/ treasurers and public finance officers.
- The Center for the Study and Development of Minority Businesses conducts research on factors which facilitate successful minority business development and translates the results of this research into technical training and seminars for minority entrepreneurs.
- The Urban Design Center of Northeast Ohio is committed to improving the quality of urban places through technical design assistance, research, education and advocacy. The UDC offers architectural and urban design expertise in the service of urban communities, design professionals, and the planning and public policy work of the state universities in Akron, Youngstown and Cleveland.
- The Cleveland Urban Design Collaborative is the combined home of the Urban Design Center of Northeast Ohio and the graduate program of the College of Architecture and Environmental Design at Kent State University. The Collaborative allows the UDC to participate more actively in the revitalization of the region's largest city. The CUDC collaborates with the educational efforts of the Maxine Goodman Levin College of Urban Affairs at Cleveland State University.
- The Survey Research Laboratory of the Department of Sociology provides consultation on all phases of survey research, research design to maximize response quantity and quality and to meet the needs of the client, and data collection through web-

based surveys, computer-assisted telephone interviewing, or mail questionnaires is available. Ongoing data cleaning, analysis and archiving services are available. Report development is additionally available.

Kent State has a strong campus presence in seven counties with facilities, technology, and the ability to mobilize community leaders. This includes over 70 advisory board members and hundreds of program advisory committees.

The University of Akron. The University of Akron provides a wide array of initiatives to guide our regional development. In addition to these initiatives, President Proenza is active on the board of the Council on Competitiveness in Washington, DC. In this role Dr. Proenza provides the region with unique insights into the evolving role of colleges and universities in building an innovation economy.⁵

- The Institute for Global Business provides international business training and programs to organizations and students. The Institute gathers and develops information creating the most current collection of international business materials for the Northeast Ohio community. The Institute provides the leadership to educate stakeholders about the global nature of today's economy and the economic strategies Northeast Ohio needs to compete in the new economy and become a premier global region. This initiative will collaborate with a number of The University of Akron centers and programs including the following:
- The Center for Policy Studies provides quality survey research support to university researchers, and national, state, community and other public service agencies. The Center uses computer assisted telephone interviewing, computer assisted personal interviewing, mail surveys, focus group administration, intercept studies, personal interviews, database management and analysis, computer assisted data entry and multiple method studies. The Center offers a focus group discussion facility and related expertise.
- The Office of Multicultural Development serves as an advocate for equity and social justice. The Center provides valuable input into the issues of the many ethnicities and cultures represented throughout Northeast Ohio.
- Ray C. Bliss Institute of Applied Politics trains and promotes citizen's knowledge and participation in the political process including the study of political parties, interest groups, political communications, campaign management, lobbying, and political administration. The Bliss Institute conducts applied and scholarly research, providing current information for the public, political practitioners and academicians.
- International Programs Office provides expertise in consensus building among immigrant populations.
- Department of Public Administration & Urban Studies enhances the quality of public service through civic education, training and research. PAUS offers a wide variety of training to prepare individuals to understand the context of urban public service and to improve the capacity of public service in a dynamic urban society.

5. We recommend that you download President Proenza's many statements on the emerging role of colleges and universities in economic development from The University of Akron web site.

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- Distributed Education Center maintains 25 synchronous distance learning style facilities capable of connecting via ATM, ISDN or IP through its Distributed Education Department. The facilities are designed with the latest state-of-the-art videoconferencing and multimedia equipment in an effort to bridge the physical separation of participants allowing videoconferencing at multiple far site locations without using third party bridging services.
 - Computer Based Assessment & Evaluation develops and administers surveys and assists with the collection and analysis of the data for research purposes. CBAE develops and disseminates a variety of surveys in secured and non-secured environments.
 - Design and Development Services designs, develops, implements, administers, and supports web-based, web-enhanced, and multimedia applications including scripting, recording, digitizing, editing, and evaluating.
 - University Park Alliance provides expertise and leadership regarding inclusive livable communities and core cities. The alliance builds consensus among constituencies from a variety of racial, ethnic, and socioeconomic backgrounds. The Alliance developed and administered a major neighborhood revitalization project conducting an intensive resident-based and community-wide planning process; and establishing an alliance with the City of Akron, Summa Health System and University Park Development Corporation. The John S. and James L. Knight Foundation provided resources to establish an infrastructure for this work.
 - Akron Commercialization Center and the Akron Small Business Development Center provide expertise regarding the innovative economy and how to create and manage the intellectual assets. The Akron Commercialization Center includes an enterprise development program and a Small Business Development Center offering technical assistance to community entrepreneurs and business people. Training is provided by the Fitzgerald Institute for Entrepreneurial Studies within the College of Business. The School of Law sponsors the New Business Legal Clinic, where second and third year law students provide non-litigation, transactional legal and business advice to small and emerging businesses in the community.
 - Center for Conflict Management provides expertise and facilitates consensus building between labor and management and between wealthy and poor constituencies.

*Staff Members of the
Universities
Collaborative*

Steven A. Minter (Cleveland State). Steven A. Minter was appointed Executive-In-Residence at Cleveland State University in September 2003, following his retirement after 28 years from The Cleveland Foundation. At Cleveland State he is assisting the President in strengthening collaborative relationships between the university and community. He served as President and Executive Director of the Foundation, the nation's first community foundation and second largest with assets of \$1.5 billion, from 1984 until his retirement in July 2003. During his 28-year tenure he also served as a program officer and associate director.

Outside the Foundation, Steve spent over 15 years in governmental positions. In 1980, while on a leave of absence, he served as the first Under Secretary for the United States Department of Education under President Jimmy Carter. From 1970 to 1975, he was the Commissioner of Public Welfare for the Commonwealth of Massachusetts. He began

his career as a caseworker at the Cuyahoga County Welfare Department in 1960 in Cleveland, Ohio and rose through the ranks to become its director in 1969.

Over the years, Steve has served on and or chaired boards of numerous national and regional organizations in the fields of education, health and human services. Most notable are: College of Wooster, Community Foundations of America, American Public Welfare Association, The Independent Sector, Council on Foundations. At present he is active as co-chair of Greater Cleveland's Community Vision Council affiliated with United Way and serves on the boards of The Greater Cleveland Roundtable and Rockefeller Philanthropy Advisors. He is a director of KeyCorp and a former board member of Dominion Resources, Inc., CNG, Rubbermaid and Ohio Bell Telephone Company.

Steve holds a B. A. in education from Baldwin-Wallace College and a master's degree in social administration from the Mandel School at Case Western Reserve University. He is a member of the National Academy of Public Administration.

David L. Cooperrider, Ph.D. (Case). David L. Cooperrider is Professor and Chair of the initiative for Business as an Agent of World Benefit, Weatherhead School of Management, Case Western Reserve University. Professor Cooperrider is past President of the National Academy of Management's Division of Organization Development, and a co-founder of The Taos Institute. He has lectured and taught at Stanford University, MIT, University of Chicago, Katholieke University in Belgium, Pepperdine University, Cambridge and others.

David has served as researcher and consultant to a wide variety of organizations including, for example, Allstate, Cap Gemini Ernst and Young, Verizon, Yellow Roadway Corp., Green Mountain Coffee Roasters, McCann-Erickson, Nutrimental, World Vision, Cleveland Clinic, American Red Cross, and United Way of America. Most of these projects are inspired by the Appreciative Inquiry (AI) methodology for which Professor Cooperrider is best known. His founding work in this area is creating a positive revolution in the leadership of change—helping companies all over the world discover the power of the strength-based approaches to planning and multi-stakeholder cooperation. Admiral Clark, CNO of the Navy, for example recently met with David to bring AI into the Navy for a multiyear project on “Bold and Enlightened Naval Leadership”. Cooperrider's work is especially important because of its ability to enable positive change in systems of very large and complex scale.

David's often serves as meeting speaker and leader of large group, interactive conference events. His dynamic ideas have been published in journals such as Administrative Science Quarterly, Human Relations, Journal of Applied Behavioral Science, The OD Practitioner, and in research series such as Advances in Strategic Management. More popularly, Professor Cooperrider's work has been covered by The New York Times; Forbes Magazine; Fast Company, Fortune, Christian Science Monitor, San Francisco Chronicle and others. He has been recipient of Best Paper of the Year Awards at the Academy of Management, and numerous clients have received awards for their work with Appreciative Inquiry--GTE, for example, was recognized as the 1998 Best Organization Change Program in the Country by ASTD.

Among his highest honors David was invited to design a series of dialogues among 25 of the world's top religious leaders, started in 1998 by His Holiness the Dalai Lama who

said, "If only the world's religious leaders could just know each other, the world will be a better place." Using AI, the group has held meetings in Jerusalem and at the Carter Center with President Jimmy Carter in Atlanta. David was recognized in 2000 as among "the top ten visionaries" in the field by Training Magazine.

David has published seven books and authored close to 50 articles and book chapters. Cooperrider's most recent volumes include *Collaborating for Change: Appreciative Inquiry* Berrett-Kohler 1999 (with Diana Whitney); *Organizational Courage and Executive Wisdom and Appreciative Leadership and Management* (both with Suresh Srivastva); *International and Global OD* (with Peter Sorenson). David has been named editor of a new Sage Publication Book Series on the Human Dimensions of Global Change and an academic book series *Advances in Appreciative Inquiry* (with Michel Avital) published by Elsevier Science. His wife Nancy is an artist and his daughter and two sons are in high school in Chagrin Falls Ohio.

Judy Rodgers (Case). Judy Rodgers is Executive Director of the Center for Business as Agent of World Benefit at the Weatherhead School of Management at Case Western Reserve University. For over 15 years she developed and executive produced educational programming for the broadcast and corporate non-broadcast television markets with such companies as CBS Fox Video and New World Entertainment. She has worked with thought leaders such as John Naisbitt, Tom Peters and Peter Senge. She was the founding director of a global media dialogue on the impact of public image making and public story telling on society known as *Images and Voices of Hope*. More recently she began working with David Cooperrider and his ideas around Appreciative Inquiry. In 2003 she moved to Cleveland to help launch a new Center to advance business and society cooperation.

Kathryn Wertheim Hexter (Cleveland State). Kathryn Wertheim Hexter is founding director of the Levin College Forum Program, a civic education and engagement initiative dedicated to serving as both a focal point and catalyst for thoughtful public debate, innovative thinking, new ideas, and timely action addressing the critical urban issues that impact Northeast Ohio. The Forum has hosted over 80 programs and engaged over 10,000 people from across Northeast Ohio since its founding in 2000. She is responsible for funding, developing and implementing all of the programming for the forum.

Prior to creating the Forum program, she served as the Urban University Program Director for six years. In that role she directed numerous complex, collaborative research and outreach projects and was responsible for planning the annual UUP statewide public policy forums. A planner and public policy analyst, Ms. Hexter has over 25 years of experience managing and directing projects and evaluating public policy programs in the area of planning, civic engagement, housing policy and neighborhood development. She has worked extensively with community, governmental, philanthropic and non-profit organizations and has managed a number of large scale grant funded projects. Prior to joining Cleveland State, Ms. Hexter served in government and community affairs positions at East Ohio Gas Company and as a planner with a local consulting firm

With David C. Sweet and David Beach, she is co-editor of the book, *The New American City Faces Its Regional Future, A Cleveland Perspective*, Ohio University Press, 2000. Ms. Hexter holds a bachelor's degree from Washington University in St. Louis and a masters degree in City and Regional Planning from Harvard University.

Mark Chupp (Cleveland State).

Mark Chupp, MSW, PhD, is program manager of the Civic Engagement Initiative at the CSU Center for Neighborhood Development. His responsibilities include designing systems for increasing citizen participation and democratic decision-making, intervention in inter-group conflict, and facilitating appreciative inquiry in organizations and communities. In Northeast Ohio, he designed and facilitated appreciative inquiry processes for a racially diverse neighborhood of over 30,000 residents, a large urban high school and the US Department of Education Cleveland Regional Office for Civil Rights. He also co-founded Appreciative Inquiry: Program for Community and Social Change, a statewide training program for community leaders, nonprofits, and public officials, which included the publication of a training manual.

In the area of community development, Dr. Chupp conducted an assessment of Lorain, Ohio, examining the role of City Council, the Community Development Department, and local community development corporations. He also co-developed with Neighborhood Progress, Inc. the community organizing training program for local community development corporations. Dr. Chupp has also served as an international consultant and trainer in civic engagement and conflict transformation in Northern Ireland, Egypt, Columbia, Nicaragua, Costa Rica and El Salvador. He has lectured at the National Police Academy in Nicaragua and at the Inter-American Defense College at Fort McNair in Washington, DC. In addition, he has designed and facilitated training programs in citizen participation for public officials from Croatia on behalf of USAID. Dr. Chupp provided leadership in the establishment of the Culture of Peace Program as part of an effort to create a UN Local Zone of Peace in post-war El Salvador. He previously founded and directed nonprofit organizations in community mediation and violence prevention.

Dr. Chupp holds an MSW from the University of Michigan and a PhD from the Mandel School of Applied Social Sciences, Case Western Reserve University. His dissertation focused on using appreciative inquiry to create a grounded theory of how social capital (networks of trust and cooperation) form between black and white residents of the same disadvantaged neighborhood. He has published numerous theory and practice oriented articles, manuals and book chapters. Dr. Chupp is an adjunct faculty at the Summer Peacemaking Institute of Eastern Mennonite University, which is an international training program drawing human rights workers, NGO leaders, and peacebuilders from over 50 countries around the world.

Edward F. Morrison (Case). Ed Morrison is Executive Director of the Center for Regional Economic Issues at Case. Prior to coming to Case, he designed and implemented economic development initiatives for communities, states, and regions. His work won the first Arthur D. Little Award presented by the American Economic Development Council in 1984. He is the architect of the strategic economic development plan for Oklahoma City, Forward Oklahoma City, and he served as economic development consultant to the Chamber since 1994 to 2001.

He authored the 1998 report for the Commission on the Future of the South, chaired by former Kentucky Governor, Martha Layne Collins. This report focused on the importance of “brain power” to the future of economic development. Governors in 14 Southern states appoint the Commission every six years to chart an economic development

course for the South. The governors unanimously endorsed the 1998 Commission report, and then- Governor Zell Miller of Georgia called it the “best Commission report ever written.”

He continues to manage the community assessment program for the Kentucky Cabinet for Economic Development. This initiative improves development prospects throughout rural Kentucky. He also worked on economic development issues in Washington, first as a legislative assistant to a member of the House Ways and Means Committee and, later, as staff counsel to the Senate Democratic Policy Committee.

Ed holds a BA degree from Yale University and MBA and JD degrees from the University of Virginia.

Ziona Austrian (Cleveland State). Ziona Austrian, Ph.D. is director, Center for Economic Development. She also serves as chair of the Levin College Research and Public Service Program and as chair of the UUP’s Northeast Ohio Research Consortium. Dr. Austrian has served as director, manager, and primary researcher of numerous studies for local, state, and national clients in the areas of industry clusters; economic impact of institutions, technology programs, and tax incentive programs; regional indicators and the role of urban universities in the regional economy. She also manages a statewide network of urban and rural universities that are collaborating to develop, maintain, and use for research and analysis the Ohio Economic Development Information (ES202) Database.

Dr. Austrian has published several articles in refereed journals as well as book chapters. She is the author of numerous reports and working papers. She has Masters and Ph.D. degrees in Economics from Case Western Reserve University, Cleveland, Ohio and a B.A. in Economics from Tel Aviv University, Tel Aviv, Israel.

Abigail Horn (Cleveland State). Abigail Horn currently serves as the Program Manager for the Ruth Ratner Miller Center for Greater Cleveland’s Future within the Maxine Goodman Levin College of Urban Affairs. She manages research and collaborative efforts in the community to promote economic growth in the NE Ohio region. She also founded the group Metropolis Cleveland that promotes city living and urban development. From 1997–2001, she worked as a Democracy Officer for USAID supporting projects for citizen participation, electoral reform, anti-corruption and transparency. She trained USAID employees on implementing accountability initiatives and taught citizenship classes to immigrants in the DC area. She has completed training courses on Participatory Deliberation Methodologies and Facilitation Skills. Ms. Horn received a MA from Columbia University’s School of International and Public Affairs and a BA from Yale University. She received a Fulbright Scholarship in 1993 to research political participation in Santiago, Chile.

Shara L. Davis (Lorain County Community College). Shara Davis is Director of the Public Services Institute (PSI) and Joint Center for Policy Research at Lorain County Community College (JCPR). For more than 18 years she has provided custom research and evaluation services to more than 300 organizations across the region and state of Ohio. Ms. Davis has extensive experience in research design and application. She was founding director of the Joint Center for Policy Research and grew the organization to a full service research center and cost recovery unit in just 5 years. Prior to her leadership

role with PSI and JCPR, Ms. Davis served as Assistant Research Director for the Center for Urban Studies at the University of Akron. During her eight year tenure at the University of Akron she also taught Intro to Government & Politics, Current Policy Issues, and Intro Research Methods. Ms. Davis holds a bachelor and masters degree in Political Science.

Hunter Morrison (Youngstown State University). Hunter Morrison is Director of Youngstown State University's Center for Urban and Regional Studies and Center for Human Services Development. These centers provide applied research and technical assistance to governments and non-profit organizations in Northeast Ohio and serve as one of the University's primary vehicles for interface with the surrounding community. Mr. Morrison is also a Senior Fellow in Urban Design with the Kent State University School of Architecture and Environmental Design where he teaches Urban Design in Practice.

Mr. Morrison served as Director of the Cleveland City Planning Department from 1980 to 2002. He was responsible for the city's planning, zoning, design review, and historic preservation programs. Mr. Morrison managed Civic Vision 2000, the blueprint for Cleveland's physical redevelopment. This program included updating the city's Downtown and Citywide Plans, revising its Zoning Code and Map, and reestablishing its capital improvement plan. As a result of this effort, the department was awarded the American Planning Association's National Planning Award for Comprehensive Planning.

Under his leadership, the department prepared master plans and urban design guidelines for major catalytic projects, including Jacobs Field and Gund Arena in the Gateway District; the Cleveland Brown's Stadium, the Rock and Roll Hall of Fame, and the Great Lakes Science Center in the North Coast Harbor District; the restoration of the Playhouse Square Theater District; the development of the Cleveland State University Graduate Campus and Convocation Center projects, the expansion of the Cleveland Clinic and University Hospitals campuses, the diversification of the Flats Entertainment District, and the conversion of the city's Warehouse and Historic Gateway districts into a vibrant downtown neighborhoods.

Morrison holds Bachelors in City Planning and Political Science from Yale College, a Masters in City Planning from the Harvard Graduate School of Design, and an Executive Masters in Business Administration from Cleveland State University. He has served as and Adjunct Professor of Urban Studies at Cleveland State University and a Visiting Critic at the Harvard Graduate School of Design.

Mr. Morrison is a Fellow of the Institute for Urban Design, a member of the American Planning Association and a member of the American Institute of Architects, which awarded him the Thomas Jefferson Award for Design in the Public Sector in 1997.

Suzanne Fleming (Youngstown State University). Suzanne Fleming is Research Associate, Center for Human Services Development, Youngstown State University and Coordinator, Northeast Ohio Regional Leadership Taskforce. She provides leadership for all the Task Force activities including organizing regional conferences, conducting surveys of alumni, producing the Taskforce's newsletter and publications. She has held the Executive Director position of Leadership Mahoning Valley, Leadership Warren and

Leadership Youngstown. She also served as Campaign Manager, Citizens for Progress in Mahoning & Trumbull Counties. She is a member of the American Society of Public Administrators, the OSU Leadership Center Advisory Committee and Phi Kappa Phi.

Ms. Fleming holds an M.P.A. from Kent State University, Community Development (1997) and a B.S., Youngstown State University, Sociology (1989).

Patricia A. Book (Kent State University). Patricia A. Book is Vice President for Regional Development at Kent State University leading a market driven unit representing all eight campuses and Kent State's teaching, research and service mission. Her administration includes Kent State's Economic Development and Strategic Partnerships unit, educational outreach, and Kent State's seven regional campuses that provide access points to higher education throughout Northeast Ohio. Dr. Book's administrative career includes applied research and capacity building in the areas of community and economic development in the public and non-profit private sector and 17 years in higher education administration leading university/community partnerships and outreach. Her work has included community needs assessment, development of community forums, summits, and regional and national conferences, market research, and program development tied to workforce and economic development and educational program development. She is a national leader and a frequent speaker at national and international forums focused on educational outreach, workforce development and economic development.

Gregory Wilson (Content Specialist, Kent State University). Gregory Wilson is the Associate Vice President for Economic Development and Strategic Partnerships for Kent State University. Prior to that he was Associate Vice President for Technology Transfer and Economic Development, and earlier held the position of Director of Technology Transfer and Outreach Coordination for the university. He has been involved in the creation of economic development initiatives, including university-related new company start-ups and strategic, win-win partnerships for Kent State's eight-campus system, oversight and promotion of the university's technology transfer and commercialization unit. He has 14 years experience in the technology-driven health care industry with Abbott Laboratories and R. P. Scherer, with primary technologies involving health care/medical devices, engineering innovations and electronics.

Throughout most of his career, Wilson has been directly involved in technology management, partnership-building and economic development activities including strategic planning, program management, technology licensing and new ventures. He has an M.B.A. from Indiana University and a degree in biological science degree with chemistry minor from The Ohio State University.

Holly Harris Bane (University of Akron). Holly Harris Bane is the Director, Strategic Initiatives, Office of the Senior Vice President and Provost for Educational Outreach at The University of Akron where she is responsible for establishing educational partnerships and strategic linkages between The University of Akron and other educational institutions, government and community organizations at the local, state, and national levels. She served as the Executive Director of the OhioReads program within the Office of the Governor and Ohio Department of Education where she was responsible for the launch and implementation of Governor Taft's chief educational initiative to award \$50 million in grants and recruit 20,000 volunteers to serve as reading tutors. Harris Bane

served as the Assistant Director of The Ray C. Bliss Institute of Applied Politics at The University of Akron where she was responsible for public programs, constituent relations, and internship program. She also directed the International Student Program at Otterbein College, Westerville, Ohio.

Holly Harris Bane has taught courses in State and Local Government, Women in American Politics, Campaigning as a Woman, Career Development in Political Science, Grassroots Politics, Media and Politics and Political Polling. She has an M.A. degree from The University of Akron in Political Science, and an M.A. degree from The Ohio State University in Administration in Higher Education. She received a B.A. from the University of Toledo in Communications.

Candace Campbell Jackson (University of Akron). Candace Campbell Jackson serves as Assistant to the President, The University of Akron where she supports and advises the President in a wide range of matters including those related to higher education and community development. Ms. Jackson, is an attorney and practiced in the Public Law and Corporate Departments of the Law firm Buckingham, Doolittle & Burroughs, LLP practicing in the Akron and Cleveland offices. She served as a member of the GAR Foundation staff where she reviewed grant applications and participated in fund distribution recommendations and distribution. Ms. Jackson served as a congressional aide to U.S. Representative Charles Hatcher of Georgia and worked on the Washington Lawyers Committee for Civil Rights. Ms Jackson has spoken and published articles in the nonprofit law area. Ms Jackson serves as a Director of the Ohio Association of Nonprofit Organizations and as a Director of the Center for Nonprofit Excellence.

Ms. Jackson received a B.S. degree in journalism from Howard University and a J.D. from The University of Akron School of Law.

Wayne H. Watkins (University of Akron). Wayne Watkins is Associate Vice President for Research at The University of Akron. He is also Adjunct Professor of Law and a Fellow at The University of Akron School of Law Intellectual Property Center. He is also a Fellow of the Fitzgerald Institute for Entrepreneurial Studies. Watkins is the founder of The University of Akron Intellectual Property Management program and is the Director of the Akron Commercialization Center. He serves on the national advisory council for the Intellectual Property Management Institute and serves as a member of the National Innovation Initiative sponsored by the U.S. Council on Competitiveness. Watkins served for 13 years as the founding director of successful university technology transfer, business incubator and research park programs where he was involved with the creation of over 25 university spin-off businesses. Mr. Watkins is the former Vice President, Manager and Corporate Counsel of the Hanover Companies, a diversified business holding company.

Mr. Watkins has taught graduate and undergraduate courses in Intellectual Property Management, Entrepreneurship, Management of Technology and Innovation, New Venture Growth and Expansion, Business Policy, and Global Business. He represents the World Intellectual Property Organization at international conferences on intellectual property management, innovation, technology commercialization and entrepreneurship. Mr. Watkins has degrees in Mechanical Engineering (B.S.), Business (MBA) and Law (J.D.). He is a practicing attorney and is a Certified Intellectual Property Manager. Mr.

Watkins has particular expertise in technology based business development, business incubation and intellectual property management.

Ken Stapleton (University of Akron). Ken has been Director, The University Park Alliance, since February 2003. He is a neighborhood revitalization executive with over 20 years experience. Prior to his work over the past eighteen months building staff capacity and expanding partnerships in the University Park community, Mr. Stapleton was the senior vice president for community planning at Downtown Cleveland Partnership, a not-for-profit economic development organization.

During 1999-2002, he directed the strategic investment of \$900,000 in predevelopment grants and exterior renovation loan funds that leveraged over \$10 million of private real estate investment in Cleveland neighborhoods in two years. He also developed and managed programs for homeless populations in downtown and near-downtown neighborhoods, in collaboration with the Salvation Army Homeless Program Committee; created safety programs for multi-family housing as a member of the Housing Committee of the Cleveland Neighborhood Development Corporation; and served on the Mayor of the City of Cleveland's Streetscape Committee, advising on over 100 neighborhood improvement projects during that period. Mr. Stapleton holds a Master's of Urban Planning degree from the University of Illinois at Urbana-Champaign.

Open Source Economic Development

The Collaborative is using a framework for regional economic strategy developed by REI at Case. Called Open Source Economic Development⁶. The approach emphasizes four key points:

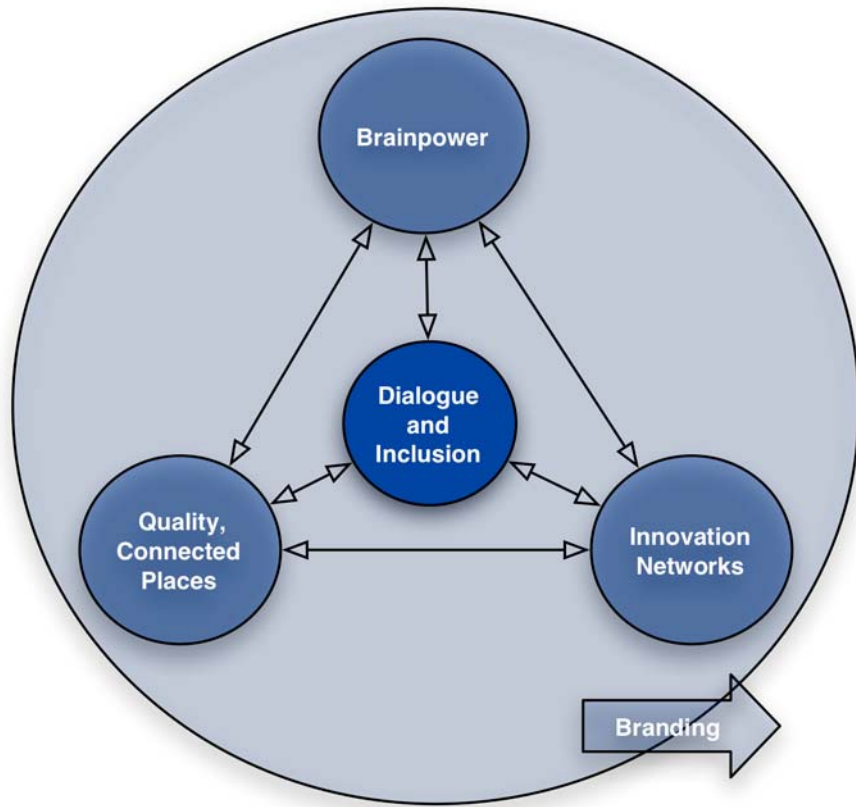
1. Regional economic development in today's global economy requires open collaborative networks to spot opportunities and move quickly;
2. Effective execution of a regional strategy depends on building a process that promotes civic habits of trust and collaboration;
3. Our colleges and universities are critical nodes in these new networks; and
4. Competitive regions need aggressive collaborative investments five related areas to build a reinforcing cycle of prosperity.

This approach focuses our attention on the following areas: building brainpower; translating brainpower into wealth through entrepreneurship and innovation networks (sometimes called “clusters”); building quality, connected places to retain both talented people and growing companies; executing an effective branding strategy; and building civic habits of dialogue and inclusion.

This approach encourages both public participation and leadership direction. Public participation comes from the fact that anyone can participate in an open source economic development process. Leadership direction comes from our focus on critical issues that will shape the future of our regional economic development and our insistence that we adhere to certain simple rules of civic behavior.

6. This open source model for economic development takes its inspiration from open source software development in which the source code is freely available so that any programmer can submit improvements or use it themselves.

FIGURE 1. Open Source Economic Development emphasizes a systems approach to economic development -- seeing the whole system and building inter-connections.



Center for Regional Economic Issues

Since its founding in 1984, the Center for Regional Economic Issues (REI) has sought to enhance the competitiveness of northeast Ohio's economy by providing high-quality, in-depth research and policy analysis on economic trends and conditions in the region. REI began as a collaboration between the Federal Reserve Bank of Cleveland and Case Western Reserve University's Weatherhead School of Management. It is now part of the Weatherhead School.

Today REI focuses its efforts on building Northeast Ohio's social capital by fostering collaborations and networking among key institutions and individuals in the region. Under the leadership of executive director Ed Morrison, REI has launched several new initiatives aimed at building the region's social capital, including:

- A partnership among presidents of the region's leading public and private universities to coordinate resources in order to accelerate regional economic transformation
- An economic development landscaping project using innovative social networking software to map relationships among northeast Ohio's economic development organizations
- "Tuesdays at REI," a weekly discussion on the future of the region's economy that serves to connect people to a broader range of economic initiatives
- Making Change, an open source, bottom-up mode of economic development which balances public participation with leadership direction to guide the region's economic transformation

In addition, REI produces a range of publications to help build awareness of the region's economic challenges and opportunities. Among these are EdPro Weblog, a daily look at economic development initiatives taking place throughout the United States and the world; and the NEO Briefing Book, a compendium of facts, figures and analyses of Northeast Ohio's economy produced with the Northeast Ohio Research Consortium.

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