

# Community Development Studio

Spring 2004  
970:511:2:71848  
CSB 243 Lab  
1:10 – 3:50



*The Priory, New Community Corporation  
Newark, NJ*

## Instructors

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Office Hours:	Mondays 10-12	Tuesdays 1:30-4:30

## Purposes of Course

- (1) Learn about community development
- (2) Provide applied research assistance to a community-based organization
- (3) Develop a methodology for community development corporations to share their expertise with others

## Project Description

We will be working with New Community Corporation (NCC) in Newark, one of the largest and most successful community development corporations in the country. NCC was founded in the 1960s in response to the 1967 civil disturbances in Newark and the unmet needs of poor people in that city. NCC's founder, Msgr. William Linder, continues to lead the organization with vigor and intelligence. Located in Newark's Central Ward, NCC's size and breadth of activities set it apart from other CDCs. NCC is involved in housing construction and management, job training, welfare-to-work training and services, retail trade (it is part owner of a successful Pathmark supermarket), childcare, senior care, health, security, and education (it has three charter schools). No CDC on the planet provides a more comprehensive set of services.

Because of its successful track record, NCC is deluged with requests for information about its methods and activities from other CDCs, the media, and the interested public. Responding to these requests consumes considerable resources of time and effort, but also helps fulfill NCC's goal of extending its expertise beyond Newark and building the capacity of the non-profit sector. NCC hosts more than two hundred tours a year, devotes executive staff time for phone calls and visits from other organizations, and provides information through their website, a videotape, and publications.

NCC staff asked for our assistance to develop materials to allow them to more easily share their expertise with others. NCC will distribute these materials to visiting groups, in response to information requests, through its website, and through other means. Reflecting the organization's program priorities, the studio will create how-to documents on the following topics:

- NCC's Vision and Approach to Community Development
- Understanding the Development Process
- Developing Senior Housing
- Navigating the Political Landscape
- Providing Community-Based Healthcare

To do this we will:

- Visit NCC, meet with top staff, and tour the organization
- Conduct in-depth videotaped interviews with NCC staff
- Develop documents and multimedia materials presenting NCC's experience and expertise on the above topics
- Meet with NCC staff throughout the semester to review and assess our progress
- Present the documents to the Bloustein community and to NCC

### **Course Materials**

Course Pack: available at Pequod Copy on Somerset Street.

### **Peer Grading**

20% Class Participation

20% Draft Work Products & Field Notes

50% Final Work Products

10% Presentation

## Time Line

Date	Activity	Product
Jan 26	Overview	
Feb 2	Tour Newark and NCC	Form research teams Monsignor Linder Dale Anglin Madge Wilson, NCC Board Member
Feb 9	Project design 1	Examples of materials from other organizations Develop research model
Feb 16	Project design 2	Draft research questions & interview instruments
Feb 20 Friday	Interviews	<i>Overview of NCC (10:30-12:30)</i> Monsignor Linder Dale Anglin Madge Wilson, NCC Board Member
Feb 23	Project work	<i>Project work</i>
Feb 27 Friday	Interviews	<i>Healthcare</i> Initial meeting with healthcare team Michael Davie Ellen Boddie Mary Abernathy Susan Wolcott William Baez <i>Development</i> Hillary Jury Mary Abernathy
March 1	Draft Reports Due	<i>Draft Reports Due</i> Based on outline agreed upon on in class Feb 23
March 5 Friday	Interviews	<i>Political Landscape</i> Richard Cammarieri Sister Eileen Madge Wilson Gloria Chambers Ray Codey
March 8	Project work	<i>Project work</i>
March 12 Friday	Interviews	<i>Development &amp; Housing (10:00-12:00)</i> Ray Codey Hillary Jury Joseph Matara  <i>Healthcare</i> Healthcare Team Michael Davie Ellen Boddie Mary Abernathy Susan Wolcott William Baez
March 19 Friday	Spring Break Week – Reserve for Interview Follow-up	Follow-up
March 22	Project work	Project work
March 26 Friday	Interviews Follow-up	Follow-up
March 29	Project meeting at NCC	First draft reports
April 2 Friday	Last minute interviews	Last-minute interviews
April 5		Second draft reports First draft presentation
April 12		Revision of draft reports as needed Second draft presentation
April 19		Final report Final class presentation
April 26	Presentation to EJB	
May 3	Final Presentation at NCC	

## Course Activities

### January 26 Studio Overview

*Introductions and interests—yours, ours*  
*Overview of the Studio project*  
*Background on New Community Corporation*

NCC Literature packets (distributed in class)

*NCC. 2003. 2002 Report to the Community: Block by block and brick by brick, we are rebuilding our community.* Newark.

*The Clarion.* NCC's newspaper

*Newark In Focus: A Profile from Census 2000.* Living Cities: The National Community Development Initiative. The Brookings Institution Center on Urban and Metropolitan Policy. <http://www.brookings.edu/dybdocroot/es/urban/livingcities/newark.pdf>

*Film:*

New Community Corporation. 1998. *Faith, Hope, and Leverage.*

### February 2. Visit and Tour of NCC

\*\*2 PM \*\*

*Meet in Newark at New Community Corporation at the Priory (NCC's restaurant and headquarters), meet NCC staff and discuss the project, and tour NCC (bring your cameras and notepads!)*  
*(The Priory, 233 West Market Street, Newark 973-623-2800)*

NCC's Proposal for a New Community Management and Community Development Institute. Abstract and pages 2-6

Guskind, Robert and Neal Peirce. 1993. *Against the Tide: The New Community Corporation 1968-1993.* Newark: NCC.

Linder, William and Gerald Shattuck. 1996. *New Community Corporation: Neighborhood Development in Context.* Newark: New Community Press.

\_\_\_\_\_. *New Community Corporation: An Alternative Community Development Model in Religious Context.* Newark: New Community Press.

Bennett, Stephen. 1991. "Making it Work in the Inner City." *Progressive Grocer.* November. 22-26. pp 1, 4-6.

Lasseter, Diana. 1997-8. "A Mission of Hope." *NJ Business News.* December 15-January 4.

Community Development Studio. 2002. *Building Community: The Work of the New Community Corporation*. Rutgers University Program in Planning and Policy Community Development Studio Report.

NCC's Website <http://www.newcommunity.org>

*Work product: Form Research Teams*

## **February 9. Project Design I**

Center for the Study of Social Policy. No date. *Help on the Way: Communities Get the Results They Want from Peer Matches: A Powerful Approach to Technical Assistance*. Washington, DC: author. Accessible at:  
[http://www.aecf.org/tarc/spotlight/help\\_on\\_the\\_way.pdf](http://www.aecf.org/tarc/spotlight/help_on_the_way.pdf)

“New Community Neighborhood Shopping Center.” *Urban Land Institute. Project Reference File*. v27, n1 January-March. 1997.

Reardon, Christopher. 1995. “Career Ladders.” *Report*. The Ford Foundation. V26, n2:4-10.

Kennedy School of Government Case Program. 1998. C14-98-1478 and 1478.3 “‘Self-Help’ Housing on the Texas-Mexico Border (A): The Complications of Good Fortune for a Small Nonprofit Organization.” And “Background Note.”

Temali, Mihailo. *The Community Economic Development Handbook: Strategies and Tools to Revitalize Your Neighborhood*. Saint Paul: Amherst H. Wilder Foundation.

*Community Problem Solving*. Excellent website with many resources:  
<http://www.community-problem-solving.net/cms/viewPage.cfm?pageId=203>

*Knowledgeplex* Website. Resources for housing and community development.  
<http://www.knowledgeplex.org/>

*Bring to class: Examples of the ways in which other organizations share their expertise*

## **February 16. Project Design II**

Fontana, Andrea and James H. Frey. 2000. “The Interview: From Structured Questions to Negotiated Text.” In Norman Denzin and Yvonna Lincoln. Ed. *Handbook of Qualitative Research*. 2<sup>nd</sup> Ed. Thousand Oakes: Sage Publications. Pp 645-672.

*Work product: Draft research questions*

## **Friday February 20. Interviews**

Overview of NCC  
*Monsignor Linder*  
*Art Wilson, Board President*  
*Dale Anglin*

**February 23. Project Work**

**\*\*Guest Speaker: Richard Roper\*\***

**Friday Feb 27. Interviews**

Development & Housing

*Ray Codey*

*Hillary Jury*

*Joseph Matara*

*Mary Abernathy*

Healthcare

*Initial meeting with healthcare team*

*Michael Davie, Assistant Director, Essex Valley Nurses and Home Health*

*Ellen Boddie, Director of the School of Practical Nursing*

*Mary Abernathy*

*Susan Wolcott?*

*William Baez, Healthcare recruiter*

**March 1. Project Work**

**Friday March 5. Interviews**

Political Landscape

*Richard Cammarieri*

*Sister Eileen*

*Madge Wilson*

*Gloria Chambers*

*Ray Codey*

**March 8. Project Work**

**Friday March 12. Interviews**

Healthcare

*Healthcare Team*

*Michael Davie*

*Ellen Boddie*

*Mary Abernathy*

*Susan Wolcott?*

*William Baez*

**March 15. SPRING BREAK**

**Friday March 19. Hold for Follow-up Interview**

**March 22. Project Work**

CUPR style guide  
Norm's grammar sheet 101

Basic how to for graphic design.  
<http://graphicdesign.about.com/library/weekly/aa012700a.htm?once=true&>

**Friday March 26. Hold for Follow-up Interview**

**March 29. Project Meeting at NCC**

Review progress and address any questions, problems, etc

*First draft reports – materials for NCC staff to review*

**Friday April 2. Hold for Last Minute Interviews**

**April 5. Polish Reports and Start Presentation**

*Second draft reports*  
*First draft presentation*

**April 12. Complete Reports and Polish Presentation**

*Final draft reports*  
*Draft presentation*

**April 19. Dry Run Through**

*Final report*  
*Final presentation*

**April 26. Presentation to Bloustein Community**

*Practice and dry run for constructive criticism from Bloustein community*

**May 3. Final Presentation**

*Final Presentation in Newark at NCC*

## **Additional Resources**

de Souza Briggs, Xavier and Elizabeth Mueller with Mercer Sullivan. 1997. *From Neighborhood to Community: Evidence on the Social Effects of Community Development*. New York: Community Development Research Center, Milano Graduate School of Management and Urban Policy. New School for Social Research.

Koechlin, Carl. 1989. "Integrating Compassion and Pragmatism in a Successful Community Development Strategy: A Case Study of New Community Corporation." Unpublished Master's Thesis. Massachusetts Institute of Technology.

KOG Associates, Inc. 2001. *Return on Investment Study, Welfare Transition Program*. Prepared for New Community Corporation, Gateway to Work.

Linder, William. 1988. *An Urban Community Development Model*. PhD Dissertation, Fordham University.

PICCED. *Community Development Corporation Oral History Project*. New Community Corporation (NCC). <http://www.picced.org/advocacy/ncc.htm>

Zdenek, Robert. 1998. *Leadership is Not Enough: The Importance of Organization Capacity and Social Networks in Community Development*. PhD dissertation. University of Southern California.