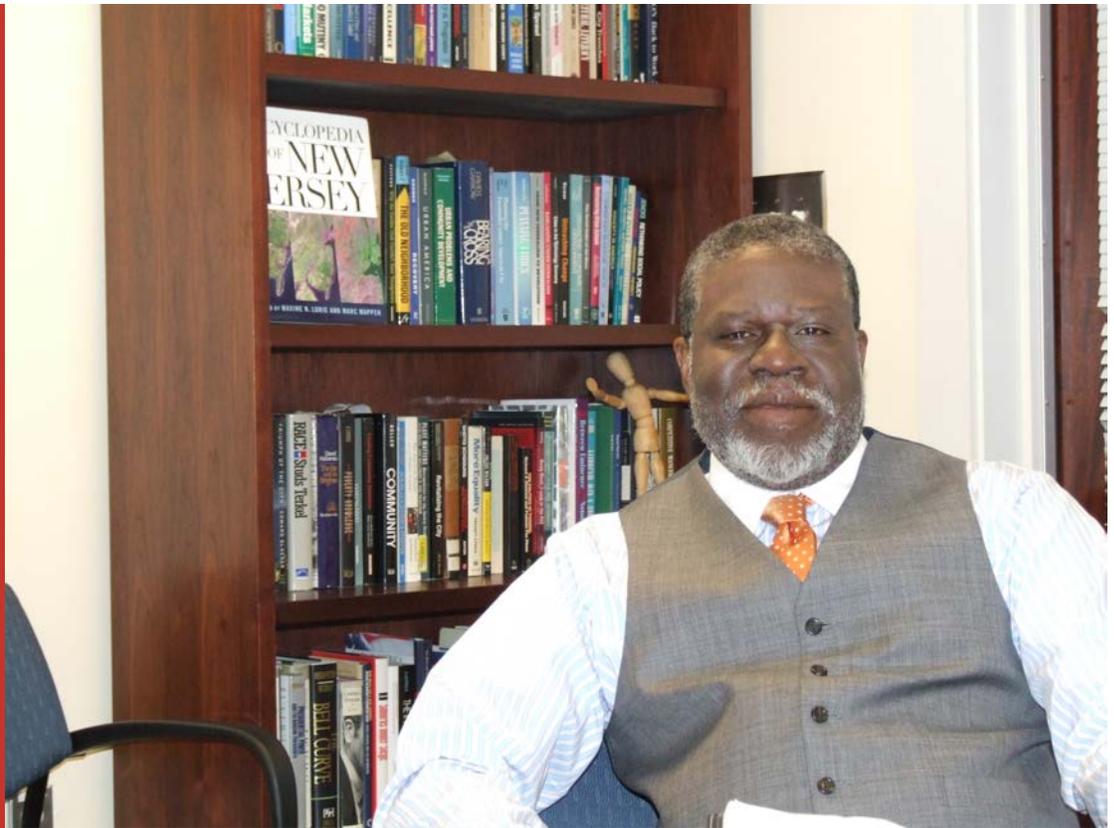


# CORNWALL REGIONAL REPORT

CRR September to December 2012

Dr. Roland V. Anglin,  
Director of the Joseph  
C. Cornwall Center for  
Metropolitan Studies



## Interview With Roland V. Anglin, Director The Joseph C. Cornwall Center for Metropolitan Studies

By Noble S. Lewis

**NSL:** Thank you for sitting for the interview Dr. Anglin.

**RVA:** No thanks necessary, my pleasure.

**NSL:** You came aboard in July of 2012. What was the first thing that you wanted to accomplish?

**RVA:** Thinking back, the thing that I wanted to do—immediately—was to give our stakeholders a sense of excitement about the institution. The Center began with great promise and goodwill. I wanted to recapture some of that knowing that we had hard work ahead.

**NSL:** How did you do that?

**RVA:** I took a look at all the assets we had to work with, human assets, lines

of work and support, and the needs of our stakeholders and community. The staff and I literally took weeks to meet formally and informally to define our comparative advantage not only in our local and regional context, but also on other stages where we want to perform.

We identified three areas where we had some cause to believe that we could make an impact as a metropolitan think tank based at a university. We felt that we should be engaged in primary, applied research to track demographic, economic, and social trends as they impact our defined region.

Secondly, my previous experience working in philanthropy showed me the power of research and demonstration. In other words, I wanted to build a hybrid institution that both hosts a policy and programmatic intervention and does

the analysis that feeds back to the intervention to improve outcomes.

Thirdly, our mission dictates that we act as a learning and convening hub for the university and community on metropolitan issues. We embrace that and now have a full complement of events we hope will create the space for discussion of terribly important issues of access and opportunity. I also see this institution playing a key role in the development process—defined broadly. As such, we want to explore and conduct research in education, health, economic development and neighborhood security -- all needed for people and development.

*Continued on page 4*

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## Our Vision

*The Joseph C. Cornwall Center strives to be:*

*-A key resource in the production of "usable" knowledge for the public, private and nonprofit sector development in Newark, the northern region of New Jersey and beyond.*

*-A central force convening key civil society individuals and institutions as they engage in and pursue the economic, political and cultural revitalization of Newark.*

*-A forceful agent for the economic and administrative coordination and cooperation of Newark and its surrounding communities.*

*-A national model for what a university-based center can accomplish working with regional, local and community partners.*

## Editor's Notes

The inaugural edition of any new newsletter should always give pause for reflection. Who is the audience? What are we trying to accomplish? Should this just be a summary of the organization's work? Important questions all. They are made more so by the fact that the Cornwall Center is, itself, entering a period of refocus and adding depth to its work.

The *CRR* is meant to chronicle the activities and work of the Cornwall Center and present it to a wider audience for review. But that is only the beginning, not the end. As an editorial team, our aim is higher. In the time we have you, we want to deliver information in a way that you will appreciate: short, to the point, and saying "interesting story, I didn't know that was happening in the world."

The editorial staff and the Cornwall Center staff take the institution very seriously, but we take our general mission—to highlight and help advance, through research and demonstration, solutions to metropolitan challenges in our region and beyond with equal seriousness.

That said, over time we will question our own assumptions by presenting views different from our own. We value ideas that might contain the seeds of positive improvement for neighborhoods, cities, and regions. We do have a point of view regarding the solutions to metropolitan problems. We believe in the power of institutions to shape opportunity structures and a strong, effective administrative and democratic process to reshape those institutions when necessary. That said, no one discipline can take ownership of either the problem or the solution. So we, the *CRR* and the Cornwall Center, want to engage a wide array of voices and disciplines in the search for robust communities and regions that provide opportunity for all citizens. We will focus on our own activities, but not to the exclusion of other efforts relevant to our work.

Lastly, we see an engaged role for you, the reader. We want your comments on our work and the *CRR*. Look for us on Facebook. "Like" us, follow us, and comment on our work going forward. You have our commitment to listen and learn.

*The Editors!*

# Collaborating to Promote Community, Local, and Regional Economic Development

By Max Mintz

Networks rule! That is the key finding from a recently released survey of innovations in community and economic development by the Joseph C. Cornwall Center for Metropolitan Studies.

This national survey of community and economic development practitioners (N=213) tested the idea that innovative collaborative practices are increasing across a wide spectrum of jurisdictions. “Cooperation and collaboration were not necessarily the norm in traditional economic development practices of years past” said Kate Davidoff, a research associate at Cornwall and one of the authors of the study. “Our findings seem to indicate an increased receptivity to collaboration, as organizations realize that working toward sustainable development is not something one can do alone.

As Davidoff reported, “We found that in the new and emerging context for community and economic development, stakeholder organizations and government are responding to a rapidly globalizing economy by forming a ‘web of partnerships’ to link the developing, financing, and management of projects.”

Through this survey, Cornwall surfaced how community and economic development practitioners on the ground are working together to address challenges in their regions. “Understanding what works and what doesn’t work when institutions attempt to coordinate is important in efforts to improve future collaborative ventures. The survey shows that practitioners are placing an increased focus both on stakeholder input and networking with the public sector between various levels of government and nonprofits,” said Davidoff.

This finding supports the idea that networks provide the infrastructure for repeated interactions among different players. Since partnerships fostered through networks are grounded in trust and are mutually beneficial, collaboration is more likely to be correlated with networks than competition.

Barriers to collaboration still exist, including the fear of losing jurisdictional control. Although losing control is a real concern and difficult to alter in the short term, “challenging economic conditions in many jurisdictions may reduce resistance to collaboration,” according to Davidoff. Local governments may no longer be able to compete for private sector investment simply by offering more financial incentives. This is no less true at the community level. Community groups are used to scrambling for scarce economic development and philanthropic dollars.

Shifting sands are encouraging different ways of thinking and working with others. “It is by no means clear that cooperation is now the norm; at the regional, local and community level a nuanced understanding appears to be forming that strategic networking is an important tool for development,” Davidoff concluded.



Research Associates, Stephen Abbott (standing) and Kate Davidoff

Cornwall plans to continue research into collaborative strategies at the city level to better understand local context in designing and implementing these strategies moving forward. If you would like more information or a copy of the report please contact us at [ccms@andromeda.rutgers.edu](mailto:ccms@andromeda.rutgers.edu)

# Anglin Interview

Continued from Page 1

**NSL:** That is a lot of tables to cover, Dr. Anglin. What you just said sounds like me juggling Thanksgiving dinners. How will you establish traction and depth?

**RVA:** There is the temptation to try and be everywhere and do everything. First thing to know is that we are an institution that relies on staff-developed work plans to guide our efforts. You would think that limits our ability to be creative, but quite the opposite. When we do our work well by planning our work and working our plan, we get invited to other tables to partner and support others in what they are doing. By strategically working with others, our reach is extended without needing to be at center of things that might dilute our goals.

**NSL:** What trend or set of trends do you see impacting the work of the Cornwall Center over the next few years?

**RVA:** Well, in terms of broad trends, U.S. metropolitan areas will continue to face the challenge of increased international economic competition. The ripple effect for regions such as ours is that low-skilled jobs will continue to leave, with little economic rationale for return to our shores. Unless we can improve our educational system—especially for inner city kids—I am afraid we will continue to see the growth of concentrated poverty with restricted upward opportunity for those with limited skills. Our ongoing work in youth crime prevention and development suggests the immediate need to focus an abundance of energy toward reestablishing upward mobility paths destroyed many years ago with the advance of globalization. Too many young people are so disconnected from the world of work that the only path, they perceive, is to band together in gangs and or participate in criminal activity.

**NSL:** Globalization and its role in concentrated poverty seems an impossible challenge to cope with. Many will say that as a country we have tried so hard to address poverty and we do not have much to show for it, so why put the energy and resources toward the problem? What would you say to them?

**RVA:** I can understand the frustration felt by many Americans in the poverty arena. Failure is simply not an option here. Poverty, especially concentrated poverty, just extracts a great deal of actual and hidden costs. Not all our efforts, as a nation, have been limited in devising strategies to address poverty and its allied challenges. The United States made some real gains over the last forty or so years in reducing poverty, only to see income gap start to widen in recent years leading to rising rates of poverty. So we have learned much and we have shown that we can make inroads. The question has been and always will be, can we employ diverse strategies, on a sustained basis to open paths to upward mobility? I think we can.

**NSL:** You mentioned strategies. Could you name some of them?

**RVA:** The strategies are myriad. I could mention the community and economic development movement, which has addressed people and place poverty over the last forty years; I could also mention the many school reform strategies around the country that are trying to rebuild the mobility

paths I spoke of earlier. We should not fix on any one strategy though. I see an emerging thinking around managing poverty by government and philanthropy that promises to build on learning from past attempts at poverty reduction. Some of the more exciting experiments addressing poverty utilize facilitated learning, and data to intervene in people and place poverty. The hallmark of many such initiatives is the use of benchmarks and outcomes to show impact, but with a facilitated framework to bring stakeholders in any given area to produce what is increasingly called collective impact.

**NSL:** Is Cornwall currently involved in any initiatives that you mentioned?

**RVA:** The one effort that is best defined is our emerging cross-sector work with the New Jersey's Office of the Attorney General. After nearly four years of working with the Municipal Safe Streets project (*see related article in this issue*), our partners in the OAG's office said to us, the missing component in both efforts is the role of other state agencies working in coordination to serve the needs of the young people and their families. This seemed like an impossible administrative task, but after doing some preliminary research we found many examples of other states using a facilitated process to encourage the sharing of information on young people as they flow through each system such as child welfare, education, and health. Through mutually derived outcomes and strategies, the agencies act to help change negative outcomes for youth and their families.

**NSL:** This sounds like a huge undertaking and "big government" trying to micromanage the unmanageable.

**RVA:** Depends on your perspective. Other efforts around the country to coordinate agencies on youth crime prevention and development begin with a process for deriving very clear outcomes and manageable relationships among state agencies. They well recognize that agencies are concerned with maintaining administrative prerogative and their budgets. That is a given. But many of the cross-sector efforts that I am thinking of begin with the premise that people want to do their jobs and help young people succeed. So the core of the effort is thinking through the extended preparation needed to find what I call vectors of collaborative work and administrative grace. The effort has to find connections among agencies that satisfy their collective self-interest in achieving their missions. Then you start working on difficult things such as sharing data and monitoring. What I describe is not a panacea, but the complexity of youth crime and delinquency demands equally nuanced and complex solutions.

**NSL:** This is all very interesting. I don't think that we can cover the range of issues brought up by this discussion in this limited space. Perhaps we can continue the conversation in subsequent newsletters.

**RVA:** Yes, I hope we can.

# Cornwall Represented at International Conference on Public Administration

By Noble S. Lewis

Cornwall director Roland V. Anglin and research associate Jessica Lau recently traveled to Hyderabad, India, to participate in the eighth meeting of the International Conference on Public Administration. The Conference, held from October 25 to October 27, 2012, drew scholars and practitioners from all over the world to present new ideas and currents in the broad field of public management.

Lau presented their coauthored paper, **“Reimagining Collaboration: Local and Community Economic Development Networks.”** The paper argues that globalization and industrial restructuring are encouraging community, local, and state economic development stakeholders to develop new strategies to manage the “new normal” in development practice. The paper is based on Cornwall's ongoing work on Innovations in Local and Community Economic Development.

The paper was well received. As Lau observed, “We received important feedback on our work so far, which will help improve the next iteration of the study. But the best part of the conference was hearing similar stories and themes about the changing local and community economic development landscape. No question, we are in a period of great flux. Conferences like this should remind us that while there are differences in scale and wealth, all places are subject to global economic winds and policy makers are grappling with how to respond.”

As part of the conference, organizers invited Dr. Anglin to sit on a panel presentation on the future of public administration, held at the Indian Institute of Public Administration (IIPA) in Delhi, India. Fellow panelists included Professor Kuotsai Tom Liou, president of the American Society for Public Administration, Dr. Steve Condrey, president-elect of the American Society for Public Administration, and Dr. Donald C. Menzel, past president of the American Society for Public Administration.

The panel presented trends and challenges in American public administration to an audience of very senior administrative officials in the Indian civil service as well as Indian academics. “This was indeed an honor for me personally and for Cornwall, as an institution,” said Roland Anglin. “To be on a panel with the present and past leadership of the American Society for Public Administration is one thing, but to have a panel moderated by Shiri T. N. Chaturvedi, chairman of the IIPA, one of the giants of post-World War II Indian public administration, was just amazing.”



Research Associate, Jessica Lau

The panelist and the audience engaged in a fairly direct conversation about a range of topics, including poverty in the United States and India as well as climate change. As Dr. Anglin summarized, “The experience reminds me of Tip O’Neill’s dictum, all politics is local, but the global context matters in managing the problems of the village. This is what we are trying to be mindful of in all our work at Cornwall.”



Left to right, Dr. Roland V. Anglin, Dr. Stephen Condrey, Prof. Kuotsai Tom Liou, Prof. Shiri T. N. Chaturvedi and Shri U.C. Agarwal

# The Municipal Crime Prevention Initiative: an Interview with Michael Simmons



Michael Simmons, Program Manager

**NSL:** I am speaking to Michael Simmons, a program manager here at the Joseph C. Cornwall Center for Metropolitan Studies, about one of the major projects that he manages, the Municipal Crime Prevention Initiative (MCPI), also known as Municipal Youth Crime Policy Prevention Planning Boards. There are six, and they are located in Newark, Trenton, Camden, Asbury Park, Vineland, and Atlantic City. Let's get right to it, Michael. What is the MCPI?

**MS:** The MCPI, or the longer title of the effort, the Municipal Youth Crime Policy Prevention Planning Boards, is an innovative approach to promote positive youth development conceived and sponsored by New Jersey's Office of the Attorney General (OAG). The Initiative recognizes that crime, especially youth crime, typically manifested in gang membership and activity, erodes the very social bonds and confidence within a community that are essential to economic investment and posterity. But the impact goes beyond the economic sphere. Talk to most law enforcement officials and they will tell you that you cannot jail your way out of youth crime. The cost to society is great both in terms of the resources necessary to incarcerate youth and the lost potential. The MCPI starts with the premise that delinquency prevention is a multilevel governmental collaboration, but the core of the intervention rests on an organized collaboration of the sectors and stakeholders that promotes positive youth development or can help reclaim those youth that have come into contact with or custody of the juvenile justice system.

**NSL:** This sounds good, but what is special and effective about collaboration in this case?

**MS:** It's a valid question. I don't mean to imply that collaboration is the end goal. The collaborative infrastructure established by the Municipal Youth Crime Policy Prevention Planning Boards starts with a complete review of data and the evidence underlying youth crime and the resulting problems. In this sense the boards don't shy away from addressing issues such as truancy, mental and physical health, and youth employment. In addressing these issues the boards are

effectively doing several things at once. First, by unpacking the variables associated with local youth crime in their city or town the Boards are breaking down the silos that practitioners from different fields typically operate under. For instance, now law enforcement is aware and working in conjunction with school officials and vice versa. When you get a wide array of stakeholders together the impact is exponential.

Next, because the boards are made up of local stakeholders, you have people in the room who understand what is happening on the ground. The programs, policies, and practices that the boards address have a greater potential to have a maximum and immediate impact on the lives of youth and their families.

**NSL:** What then are the organizing principles of delinquency prevention?

**MS:** Well the first and most important principle is the presence of committed stakeholders in the local circumstance who are willing to work through the often-difficult issues of collaboration. They must also commit to using data-driven strategies to address crime and delinquency while being sensitive to the various initiatives underway in a city. The board develops an overall goal to help organize their work while assuring that there is a clear working link to achieving municipal-wide goals. The other important principle is the presence of local staff that can service the needs of the planning board. In most cases, the staffing agency is a university partner who is well versed in community engagement; the staffing agency for two of our boards is Janus Solutions a well-known public policy consulting firm here in New Jersey.

**NSL:** Who sits on any given planning board and on average how many participants are there?

**MS:** Membership on our boards averages between 15 and 25 individuals. Prevention board representatives often come from stakeholders in health, primary, secondary and higher education, the juvenile justice system, the child welfare community, law enforcement, the prosecutor's office, the faith-based community, county government, and many other sectors.

**Continued on the next page**

## Municipal Crime Prevention Initiative continued

**NSL:** I am still trying to understand the model; how does it work and how does it get institutionalized?

**MS:** Institutionalizing the process is part of assuring that the board is effective. The boards develop strategies, but they constantly look to linking and integrating these strategies into the existing work and policies impacting youth. Prevention Boards are developed through existing structures in the city already performing related work. Prevention boards, we hope, serve the role of designated youth planners for each of the cities. The boards share their work with county and state youth planning bodies and other interested parties that have an interest in working with youth and families at the city level.

**NSL:** What are the key accomplishments of the program, and what do you see as the larger implications for the MCPI?

**MS:** Good question. Let me start with a program that is currently underway in three of the six cities in which we currently work; it is called the Chaplaincy Program and is linked to a statewide initiative to reduce juvenile detention called the station house adjustment. Station house adjustment is an innovative initiative in New Jersey to prevent first time, low-risk juvenile offenders from entering the juvenile justice system. It is underutilized in part because law enforcement departments often lack the community networks to implement the system. Because of the work of the boards, communities are now turning to a group of trained clergy to take the lead in their local station house adjustment program.

In the city of Trenton, the Board is working with faculty members from The College of New Jersey (TCNJ) to identify nationally recognized evidence-based programming to combat juvenile delinquency. The goal is to ensure that implemented programs are linked to what the data suggests will work. From the partnership with the faculty at TCNJ the Board is in the process of developing a cost/benefits analysis of youth employment initiative to reduce juvenile crime with the local YouthBuild program in Trenton. This initiative will be linked to a multimedia class at TCNJ that is working to create a platform for youth in the city.

In Newark, the board is working closely on LGBTQ issues to expand pathways for the community's youth. Research shows that LGBTQ youth are very vulnerable to a number of barriers to positive youth development, include higher than average incidents of homelessness and bullying. The board is working closely with Mayor Cory Booker to create a more tolerant environment in the city for LGBTQ youth. Additionally, the Newark Board is also tackling the issue of childhood obesity. The city of Newark has one of the highest incidents of childhood obesity in the state. The board is working with the food industry to reduce the prevalence of food deserts within the city, while also partnering with local farmers' markets to expand access to healthy food options.

**NSL:** There seems to be quite a bit going on here, Michael. Do you need the OAG and Cornwall to come into a city and start a planning board to address youth crime?

**MS:** I don't think so. The OAG and Cornwall have thought through a sustainability strategy for the boards. We have deliberately kept the intervention simple and straightforward. Any community can develop a municipal youth crime prevention board. Communities have to be ready to sustain a leadership group to guide and nurture the collaboration process using data as the driver to carry the work forward. It can be done. This year, as part of Cornwall's management of the expansion and sustainability of the planning boards, we will be assembling a set of multimedia materials to help communities wishing to develop a planning board.

**NSL:** Thank you, Michael.

**MS:** You are welcome.



Wanda Moore, The Office of the Attorney General and Pat Donohue, The College of New Jersey at a leadership meeting of the MCPI

**Short Takes:** Cornwall welcomed the senior leadership of the Newark Public Schools on July 26 and August 1 for their strategic planning retreat. Cornwall director Anglin was “pleased that NPS reached out and asked to use the facility. This is just what the framers of the Cornwall Center wanted. It is the best of what Cornwall can do in its role as a physical place to encourage public policy deliberation and implementation.”

September 27 and 28, Cornwall senior staff—Roland Anglin, Michael Simmons, and Kimaada Sills—attended the annual conference of the STRIVE initiative with the support of the Foundation for Newark’s Future. STRIVE is a comprehensive, data-driven educational reform effort first developed by civic stakeholders in Cincinnati, Ohio. Michael Simmons related, “The annual conference showed the power of an idea now turned into a movement that is spreading across the country and internationally. It was well worth us attending not only to see STRIVE in the context of educational reform, but the possibility for data driven strategies and outcomes in policy areas such as crime prevention, economic development and health reform. The spillover impact for our work is undeniable.”

On October 3, the Cornwall Center hosted a “Refocusing Reception” to bring attention to the Center’s leadership, staff, and strategies for making this a strong institution. Quite a number of local, city, and state stakeholders attended, proving support to the “New Cornwall.” Long-standing Cornwall administrative assistant Irene Welch remarked, “This was a wonderful coming out party for us and sets the expectations high, just where they should be.”



Dean Marc Holzer, School of Public Affairs and Administration, Rutgers-Newark, and Prof. Bonnie Veysey, School of Criminal Justice attending the Refocusing Reception

Just two days after our reception, on October 5, the Cornwall Center cohosted a workshop to promote a transit-oriented development strategy for the cities of Orange, East Orange, and Newark. Our host partners for this workshop were New Jersey Transit and the Local Initiatives Support Corporation (LISC). Cornwall director Anglin said, “I thought it was a productive session and a tremendous opportunity for the three communities to position themselves for economic and workforce development. We are happy to play a supportive role in the ongoing process.”



Planning officials from the cities of Orange, East Orange, and Newark discussing the possibility of a Transit Oriented Development project encompassing all three communities.

On October 17 we hosted the first meeting of the Cornwall Centers Urban and Metropolitan Study Group. This is a faculty-driven effort that seeks to create a place for discussing the major research challenges facing urban and metropolitan areas. As senior research analyst Kelly Robinson observed, “The Newark Campus has a tradition of urban research and engagement. Over time the Study Group hopes to build on this experience through collaborative projects that will show the Study Group can be a vital intellectual force on campus and beyond.”

November 15 saw the inaugural session of the Cornwall Urban and Metropolitan Film series. Two films were shown: *City Life* and *The Long March*. Both look at environmental sustainability in the context of developing nations. We were fortunate to have Cynthia Mellon from the Ironbound Community Corporation, who was able to relate what we viewed in the films to efforts to clean up Newark’s Passaic River.

# ShortTakes Continued



Peter Kasabach, Executive Director, New Jersey Future, (left) John Heldrich (center) and Roland V. Anglin (right)

Roland Anglin was asked by New Jersey Future to present Mr. John J. Heldrich, a distinguished corporate leader who was a major force in revitalizing the city of New Brunswick, during the organization's Twenty-fifth Anniversary Celebration on November 18, 2012.



Left to right: Roland Anglin, John Heldrich, Scott McVay and Clement Price

Dr. Anglin observed “Mr. Heldrich’s dedication to the state and its citizens is well known, and it was great to acknowledge his contributions on behalf of New Jersey Future. I should note that the Cornwall Center’s executive committee member Dr. Clement Price was also part of the illustrious group of honorees. We are very proud of Dr. Price and his service to Newark, the state of New Jersey and the Cornwall Center.”

On November 27 we collaborated with the John Cotton Dana Library to host a colloquium called the “Future of Academic Publishing in the Digital Age.” Guest panelists included Michael McGandy, senior acquisitions editor, Cornell University Press; Mick Gusinde-Duffy, assistant director and editor-in-chief, University of Georgia Press; and Peter Mickulas, history and social sciences editor, Rutgers University Press. Dr. Mark Winston, assistant chancellor and director of the John Cotton Dana Library, moderated the panel. As Kimaada Sills, the team leader managing the event said, “The colloquium surfaced a number of issues. This is a very complicated topic. I am satisfied that we facilitated a nuanced discussion that contributed to the scholarly community at Rutgers and colleague institutions such as NJIT and Seton Hall.”

The weather event Sandy devastated parts of New Jersey and New York in late October. The outpouring of help reflects well on the strong commitment to community found here in the United States and elsewhere. The Cornwall Center was pleased to play a small part in the recovery when we were asked by the Department of Housing and Urban Development to facilitate two “listening sessions,” one in Jersey City, the other in Ocean County, seeking input on addressing housing needs from those severely challenged by the weather event. Director Anglin noted, “This was a privilege. I have recollections of facilitating similar sessions in the Gulf region of the U.S. after hurricane Katrina and later Rita hit. Never did I think this would happen so close to home. I am glad we were in a position to help, but we have to acknowledge the true stalwarts here, the first responders and public officials who managed the response to this disaster.”

Finally, Kelly Robinson and Roland Anglin contributed chapters to recently released books. Kelly’s chapter, “Revolving Loan Funds,” appeared in *Financing Economic Development in the 21st Century* edited by Sammis B. White and Zenia Z. Kotval (M. E. Sharp). Anglin’s chapter, “Whose Voice,” appeared in *Beyond Zucotti Park, Freedom of Assembly and the Occupation of Public Space* edited by Ron Shiffman, Rick Bell, Lance Jay Brown and Lynne Elizabeth (New Village Press).

## Joseph C. Cornwall Center for Metropolitan Studies

The Joseph C. Cornwall Center is an urban and metropolitan research center at Rutgers Newark. The Center is a part of the School of Public Affairs and Administration. We act as a portal linking the university to its community, bringing together stakeholders from public, private, and nonprofit sectors to produce usable knowledge and foster cross system collaboration. The Cornwall Center focuses on these key areas:

- Promoting and conducting scholarly research on the evolution of cities and metropolitan places
- Encouraging applied research that will improve public policies in the areas of economic development, health, education and neighborhood security resulting in expanded opportunity for communities and people in the region
- Sharing knowledge and facilitating the exchange of ideas among all stakeholders
- Encouraging informed community voice in shaping public policy
- Working with our colleagues throughout the Rutgers University system to harness the institution's rich experience, scholarship and commitment in service of urban and metropolitan communities

These focus areas are accomplished through:

**Urban and Metropolitan Research:** The Cornwall Center engages in basic trend research for Newark, as well as the region in which it is embedded. By brokering research projects that involve faculty, or supporting faculty papers that have an urban or regional focus, the Cornwall Center acts as a portal between faculty and the community.

**Demonstration Projects:** The Cornwall Center partners with foundations and the public sector to host and manage projects designed to improve the implementation and management of key public policies.

**Knowledge and Learning Hub:** The Cornwall Center plan events, talks, and symposia that lift up the urban and or regional focus. The Center develops event programming involving the community, Rutgers faculty and others with an informed voice on urban and regional issues.