



**ub** UNIVERSITY OF BALTIMORE  
SCHAEFER CENTER FOR PUBLIC POLICY

# ANNUAL REPORT 2017





## MESSAGE FROM THE DIRECTOR

At the Schaefer Center's founding in 1985, Mayor William Donald Schaefer made it clear that he hoped the new think tank named in his honor "would do more than crank out academic reports which gather dust on shelves." Since its inception, the Schaefer Center has completed over 450 projects for more than 114 clients. The Center has provided the opportunity for 124 graduate students to gain professional experience working at the Schaefer Center. In the past 15 years, the Schaefer Center team has received \$47.5 million in sponsored research awards. Through our research for policy makers, our capacity-building work in the government and nonprofit sectors, and research opportunities for faculty and students alike, the Schaefer Center has a far-reaching impact on our community.

This year has been an impactful year for the Schaefer Center. We played a key role in the election process, sponsoring televised candidate forums for the Baltimore Mayoral race and the U.S. Senate race, and training 4,100 election judges to administer the Baltimore City General Election.

One of our most significant research projects this year, an operational assessment of Baltimore City Community College, led to legislation that restructured the college's board and set it on a path toward sustainability.

Through its professional development programs, the Schaefer Center builds the human capital of Maryland's public sector. This year, in conjunction with the Maryland Commission on Civil Rights, the Schaefer Center launched the Maryland Equity and Inclusion Leadership Program. The Center also enrolled the fifth cohort in the nationally

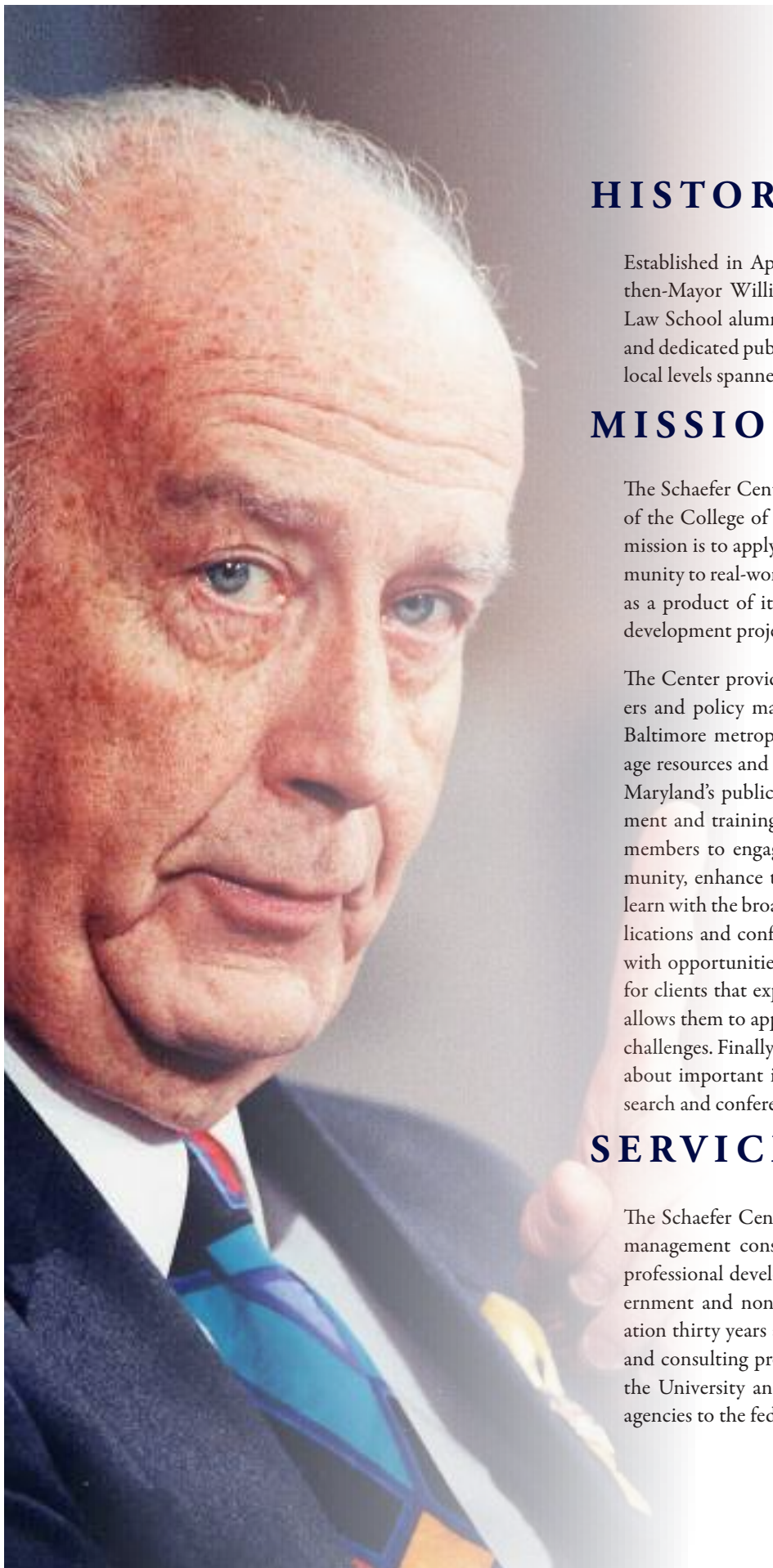
accredited Maryland Certified Public Manager® Program. Through our partnership with Enterprise Community Partners, the Schaefer Center is supporting grassroots community development with the Baltimore Faith-Based Development Certificate Program.

In October 2016, the Schaefer Center co-hosted the National Certified Public Manager® Consortium conference in Baltimore. The 2016 William Donald Schaefer Award was presented to Dr. Nancy Grasmick at the "Do It Now" fundraising event honoring Governor Schaefer's legacy. The Center also partnered with a number of community organizations to host a conference to discuss policing in communities of color.

Through our survey center, in-person field interviewers, focus groups and online surveying capabilities, the Center contacted over 29,000 people to complete 8,000 telephone surveys, web surveys, in-person interviews, health screenings and assessments, and focus groups. Our clients and partners for these applied research initiatives included state agencies, area universities, and many units within the University of Baltimore.

As the challenges facing our public and nonprofit leaders continue to evolve, the Schaefer Center will continue to be there to provide exemplary, unbiased research and consulting services to help our clients overcome and adapt to their unique challenges.

Ann Cotten  
Director



## HISTORY

Established in April of 1985, the Center was named in honor of then-Mayor William Donald Schaefer, a University of Baltimore Law School alumnus, in recognition of his outstanding leadership and dedicated public service. His public service at both the state and local levels spanned more than 50 years.

## MISSION

The Schaefer Center is the public service and applied research arm of the College of Public Affairs. In all its endeavors, the Center's mission is to apply the knowledge and skills of the University community to real-world problems and produce tangible, useable results as a product of its research, technical assistance, and professional development projects.

The Center provides unbiased, non-partisan research to help leaders and policy makers in the public and nonprofit sectors of the Baltimore metropolitan area, Maryland, and beyond better manage resources and programs. The Center enhances the capability of Maryland's public sector workforce through professional development and training programs. It provides opportunities for faculty members to engage in real-world research, better serve the community, enhance their classroom instruction, and share what they learn with the broader academic community through scholarly publications and conferences. The Center provides graduate students with opportunities to gain experience solving real-world problems for clients that expand their learning outside of the classroom and allows them to apply what they learn in the classroom to real-world challenges. Finally, the Center informs the public and policy makers about important issues of the day through self-directed policy research and conferences.

## SERVICES

The Schaefer Center provides program evaluation, policy analysis, management consulting, strategic planning, survey research and professional development services primarily to state and local government and nonprofit organizations in Maryland. Since its creation thirty years ago, the Center has completed over 450 research and consulting projects for its clients, including internal clients at the University and all levels of government, from state and local agencies to the federal government.



# HIGHLIGHTS



## ELECTION 2016

Election 2016 was a busy time for the Schaefer Center with hotly contested races for U.S. Senate and Mayor of Baltimore. The Schaefer Center played a key role in providing a neutral

venue for candidates to share their platforms with voters through a series of candidate forums during the primary general election season.

## CANDIDATE FORUMS

The Schaefer Center partnered with The Baltimore Sun, the Maryland League of Women Voters, and WJZ-TV to host a candidate forum between U.S. Senate candidates Chris Van Hollen (D) and Kathy Szeliga (R) at the University of Baltimore on October 26, 2016. Three hundred people attended the forum which was also aired on WJZ-TV and streamed on baltimoresun.com and on CBSbaltimore.com. The Schaefer Center also held candidate forums for the primary races for U.S. Senate and Mayor of Baltimore.



*Reprinted with permission of The Baltimore Sun*

## ELECTION JUDGE TRAINING

Impartial and professional election administration is the bedrock of U.S. democracy. To ensure Baltimore City’s election judges— also known as poll workers in other states— were prepared to discharge their duties, the Schaefer Center provided in-person, hands-on training for just over 4,100 election judges for the 2016 general election. Training sessions were

held at the University of Baltimore and Maritime Industries Academy School #431. The Center also held the first “Election Judge Training Open House” at UB on November 4 and 5 featuring mock precincts providing an opportunity for election judges to practice using the voter equipment prior to the November 8 election.



## “DO IT NOW” EVENT

Over 250 current and former government officials, policy makers, community leaders, and UB faculty and staff attended the 2016 “Do It Now” Schaefer Center fundraising event at Martin’s West on November 1, 2016. Through the generosity of our donors, the Schaefer Center provided free tickets to 75 UB students who were able to network with elected officials and policy makers.

Celebrating the life and legacy of William Donald Schaefer, the evening featured a performance by the Baltimore School for the Arts choir, a video titled “A Day in the Life of Mayor William Donald Schaefer” and a display of artifacts and documents celebrating momentous events in Governor Schaefer’s life from the Maryland State Archives.

## WILLIAM DONALD SCHAEFER

The event also honored Dr. Nancy Grasmick, the 2016 winner of the William Donald Schaefer Award which recognizes an outstanding public servant who exemplifies William Donald Schaefer’s care and commitment to the people of Baltimore and Maryland. Dr. Grasmick was Maryland’s first female state superintendent of schools and the longest-serving appointed superintendent in U.S. history.



## “DO IT NOW” SOCIAL MEDIA CONTEST

Leading up to the “Do It Now” event, the Schaefer Center, with support from Downtown Partnership, hosted a social media contest offering \$1,000 to the person who located and posted to social media photos of five Governor Schaefer “Do It Now” posters placed at locations around Baltimore City that were meaningful to Governor Schaefer. The winner of the contest, Mary Randolph, is a recent graduate of UB’s Government and Public Policy Program and a current student in the Master of Negotiation and Conflict program in the College of Public Affairs. The \$1,000 prize was provided by an anonymous donor.



# EVENTS

## FORUM

### *“Exploring the Dynamics between Police and Communities of Color: Where Do We Go From Here?”*

In conjunction with the Maryland League of Women Voters, the Associated Black Charities, and Maryland Nonprofits, the Schaefer Center for Public Policy co-sponsored the conference, “Exploring the Dynamics between Police and Communities of Color: Where Do We Go from Here?” at UB on Saturday, November 19, 2016. The forum brought together community members from across Maryland to discuss the broader cultural

and social dynamics underlying interactions between police and communities of color. University of Baltimore President Kurt Schmoke moderated the forum, which featured speakers representing a wide variety of viewpoints including the perspectives of the community members, police, prosecutors, and elected officials. Over 150 people attended the event including elected officials, policy makers, and community leaders.

## NATIONAL CERTIFIED PUBLIC MANAGER® CONSORTIUM ANNUAL CONFERENCE



The Schaefer Center co-hosted the National Certified Public Manager® Conference in Baltimore at the Pier V Hotel. The conference brought CPM Program directors from CPM programs across the U.S. to Baltimore to share best practices, review and vote on accreditation applications, and plan for the consortium’s operations for the upcoming year.





# PROFESSIONAL DEVELOPMENT OFFER

## MARYLAND CERTIFIED PUBLIC MANAGER® PROGRAM

The Schaefer Center’s Maryland Certified Public Manager® (CPM) program enrolled its fifth class of Certified Public Manager® candidates in September 2016. The Maryland CPM program is a 16-month, 300-hour managerial development program open to managers from local, state, federal and nonprofit organizations in Maryland. Candidates receive instruction in all aspects of public sector management from University of Baltimore faculty, subject matter experts, and practitioners.

The Maryland CPM program is accredited by the National Certified Public Manager® Consortium. Graduates of the program earn the highly coveted, nationally recognized Certified Public Manager® credential.

**Learn more at [MarylandCPM.ubalt.edu](http://MarylandCPM.ubalt.edu).**



Maryland CPM Cohort 4 Graduation

## MARYLAND EQUITY AND INCLUSION LEADERSHIP PROGRAM

In conjunction with the Maryland Commission on Civil Rights, the Schaefer Center offered the Maryland Equity and Inclusion Leadership Program for the first time in 2017. The program engages, educates, and supports current and emerging leaders from public, private and nonprofit sectors to develop diversity-based initiatives within their respective organizations. During the nine-month program, participants learn diversity and inclusion best practices through interactive activities, small group discussions, networking opportunities, and dynamic speakers. Sessions were held at the University of Baltimore and locations

around the state. The program is supported by participant fees and grants from the Annie E. Casey Foundation, M & T Charitable Foundation, PNC Foundation, and the T. Rowe Price Foundation, Inc. The program culminates with each participant developing a plan for an equity and inclusion initiative for his or her organization. The first cohort graduates in November 2017. The program is facilitated by Tara Taylor, Education & Outreach Director, Maryland Commission on Civil Rights, and Dr. Darien Ripple, Affiliated Professor, University of Baltimore. **Learn more at [meilp.ubalt.edu](http://meilp.ubalt.edu).**



# INGS

Enhancing the leadership capacity in Maryland's public and non-profit sectors is an important part of the Schaefer Center's mission. In 2017, the Center offered three professional development programs: the Maryland Certified Public Manager® Program, the Maryland Equity & Inclusion Leadership Program, and the Baltimore Faith-Based Development Certificate Program. In addition, the Schaefer Center provided several customized professional development programs.



## BALTIMORE FAITH-BASED DEVELOPMENT CERTIFICATE PROGRAM

For the second year, the Schaefer Center partnered with Enterprise Community Partners to deliver the Baltimore Faith-Based Development Certificate Program, which educates leaders of faith-based organizations in the Baltimore metropolitan area about the real estate development process through classroom instruction paired with specialized technical assistance. This year, 14 people representing five faith organizations participated in the program. The participating faith organizations plan an array of development projects including a project that will offer affordable housing for seniors and special populations along with a community center and a community center that includes a charter school, early childhood development center, and educational programs for adults.

The 2017 graduation program was held on June 23, 2017 at the University of Baltimore, and was emceed by radio talk show host, Marc Steiner.

## CUSTOM TRAINING PROGRAMS

### Data Based Decision Making – Social Security Administration

The Schaefer Center provided data-based decision making training for over 100 analysts and managers at the Social Security Ad-

ministration's Maryland headquarters. Two groups of managers attended a one-day session and four groups of analysts attended a two-day program. College of Public Affairs faculty member Ed Gibson, former College of Public Affairs faculty member Sezgin Ayabakan, and Certified Public Manager faculty member Carlye Christianson were instructors for the program.

### SPSS Training for Analysts – Maryland Department of Legislative Services

The Schaefer Center developed and delivered a custom training program for analysts from the Maryland Department of Legislative Services. The hands-on program instructed analysts in how to conduct statistical analysis using SPSS software. College of Public Affairs Associate Dean Dr. Laura Wilson-Gentry taught the session.

### Training for Chinese Government Officials – Clarewood Institute

The Schaefer Center hosted a series of training programs for delegations of government officials from China for the Clarewood Institute. The sessions covered topics such as the American budgeting process, the American K-12 education system, the American higher education system, and public administration in the United States. The sessions were taught by University of Baltimore faculty members and Maryland government officials.



# RESEARCH HIGHLIGHTS

## **BALTIMORE CITY COMMUNITY COLLEGE: TAPPING INTO UNREALIZED POTENTIAL TO CHANGE LIVES**

In August 2016, the Schaefer Center completed a nine-month comprehensive review of Baltimore City Community College (BCCC), which fulfilled a directive to BCCC by the Maryland General Assembly to engage an outside consultant to report on the operations of BCCC. The report, *Baltimore City Community College: Tapping into Unrealized Potential to Change Lives*, included an analysis of BCCC’s governance structure, recommendations about BCCC’s market niche, and recommendations for improving BCCC’s financial situation. The study included a comprehensive review of BCCC’s operations including its financial situation, information technology systems, facilities, academic quality, and staffing. The research team also conducted an opportunity analysis comparing BCCC’s education offerings with projected job openings and an economic impact study.

Approximately 12,000 internal and external stakeholders were invited to participate in surveys about the college. In addition, the research team conducted in-person interviews with 91 key internal and external leaders.

The study team included a research advisory committee and a research team. The research advisory committee comprised two community college presidents, one former college president, and two former secretaries of the Maryland Higher Education Commission, one of whom was a former member of the University System of Maryland Board of Regents. The 14-member research team included Schaefer Center staff, UB faculty members, Schaefer Center graduate fellows, and several subject matter experts.

The research resulted in a report just over 300 pages long that culminated in 13 findings

and 12 recommendations. The results of the study were presented on November 1, 2016 to a joint session of the Maryland General Assembly Senate Budget and Taxation Committee and the House Appropriations Committee. In March 2017, Center director Dr. Ann Cotten, testified at hearings held by the House Appropriations Committee and the Senate Education, Health, and Environmental Affairs Committee on restructuring the college. The study led to the passage of legislation during the 2017 Maryland General Assembly session that restructured the college’s board of trustees and implemented the majority of the research team’s recommendations. The study is available on the Schaefer Center’s website at [scpp.ubalt.edu](http://scpp.ubalt.edu).

## **PARTNERSHIPS FOR HEALTHY COMMUNITIES: ASSESSING COLLABORATION IN LOCAL HEALTHCARE NETWORKS ONE YEAR LATER – MARYLAND DEPARTMENT OF HEALTH, CENTER FOR CHRONIC DISEASE PREVENTION AND CONTROL**

In 2015, the Schaefer Center conducted a social network analysis on five local healthcare networks, spanning nine counties in Maryland. That analysis covered networks in: Baltimore City; Washington County; Western Maryland (Allegany and Garrett counties); the Lower Shore (Somerset, Wicomico and Worcester counties); and Caroline and Dorchester counties. The purpose of the study was to identify organizations in each network and to map and analyze connections between them in order to understand each community’s healthcare network along with its strengths and structure.

This year, one year later, the research team revisited the healthcare networks to assess the

level of collaboration within the networks and to recommend strategies for improving collaborative partnerships.

The primary focus of the research team was to assess how organizations in each network view collaboration toward network goals; to gauge the extent to which organizations share a common understanding of the network, its goals, and its governance processes; and to identify obstacles to furthering collaboration in each network. Researchers used this information to recommend network management strategies to increase collaboration and efficiencies. This research effort was led by Dr. Aaron Wachhaus, Schaefer Center Faculty Fellow and Assistant Professor in the College of Public Affairs.

## **ASSESSMENT OF BE HEALTHY MARYLAND: MARYLAND DEPARTMENT OF HEALTH, CENTER FOR CHRONIC DISEASE PREVENTION AND CONTROL**

The Schaefer Center conducted an assessment of the Maryland Department of Health’s web-based referral system, Be Healthy Maryland, and its companion tool, Workshop Wizard, which were both launched in April 2016. The systems were designed to inform referring healthcare practices and community members about the availability of evidence-based programs to manage and prevent chronic disease. The system included referrals to the Center for Disease Control’s Diabetes Prevention Programs; the American Diabetes Association/ American Association of Diabetes Educators recognized self-management programs; and a variety of chronic disease management programs licensed through Stanford Medicine.

The research team conducted a review of similar systems across the country, conducted interviews with power users of Workshop

Wizard, and administered online surveys of users of the Be Healthy Maryland (BHM) website. The research will culminate in a report in fall 2017 that provides recommendations to enhance the functionality and accessibility of BHM and expand BHM/Workshop Wizard to include additional evidence-based programs and reach more people. This research effort was led by Margaret Gillingham, Schaefer Center Faculty Fellow and Lecturer in the College of Public Affairs.

#### **FOOD SUPPLEMENT QUALITY CONTROL ANALYSIS - MARYLAND DEPARTMENT OF HUMAN RESOURCES**

The Schaefer Center continues to provide the Maryland Department of Human Resources, Family Investment Administration (FIA) of Maryland with technical assistance for its quality control efforts for the Food Supplement program. The research team develops the annual Food Supplement quality control sampling plan for submission to the Food and Nutrition Service of the U.S. Department of Agriculture (FNS); estimates the regression equations that the FNS will later use to estimate the official dollar error rate and the standard error of that rate; conducts analyses of FIA's quality control reviews of the issues involving the sampling frame of Food Supplement "negative actions" (denials, closures, and terminations); and conducts yearly regression analysis and other analyses to assess the value of corrective action strategies and respond to requests from the Bureau of Quality Control for ad hoc statistical analyses to meet the needs of the FIA related to questions of quality control. This research effort was led by Dr. Dennis McGrath, Schaefer Center Research Associate.

#### **A MULTI-CENTER ASSESSMENT OF HEALTH LITERACY AND ORAL HEALTH - UNIVERSITY OF MARYLAND SCHOOL OF DENTISTRY**

The Schaefer Center completed the final year of a collaboration with the University of Maryland School of Dentistry on a multi-year, multi-site National Institutes of Health R01 grant to assess dental health literacy and measure the relationship between dental health literacy and dental health. The Schaefer Center conducted health literacy assessments with dental patients and led Spanish language focus groups to inform the development of Spanish

language dental health literacy instruments. William Wells, Schaefer Center Survey Research Manager led this project.

#### **EVALUATION OF THE CHARLES HAMILTON HOUSTON SCHOLARS PROGRAM - UNIVERSITY OF BALTIMORE SCHOOL OF LAW**

The Schaefer Center is conducting a multi-faceted evaluation of the Charles Hamilton Houston Scholars Program (CHHSP) to assess the program's implementation and outcomes. The CHHSP is designed to improve the academic skills of underrepresented college freshmen and sophomores and thereby improve their chances of admission to and success in law school. As part of the valuation, the Schaefer Center is providing real-time, regular, informal feedback to the faculty and administrators of the program to support program improvement during implementation; providing information needed to modify the program and activities for subsequent cohorts; and documenting the implementation so the CHHSP can be replicated if successful.

The Center is also conducting an outcome evaluation to assess the effectiveness of the program in improving intermediate outcomes that may lead to increasing the representation of people of color in the legal profession. The project is being led by Dr. Dennis McGrath, Schaefer Center Research Associate.

#### **MANAGEMENT CONSULTING, SERVICE COORDINATION, INC.**

Service Coordination, Inc. is the largest provider of case management services for people with developmental disabilities in Maryland, serving over 13,000 people annually. Since 2012, the Schaefer Center has provided the nonprofit's leadership team with research and management consulting services in support of the organization's pursuit of organizational excellence.

This year, the Schaefer Center undertook three projects for the organization. The first is an analysis to determine the amount of staff time required to provide regulatory compliant services and quality services to its clients. The research involves extensive modeling using the agency's billing and service data and will include an analysis of client and employee attributes that impact productivity.

The results will be used to automate the process of verifying regulatory compliance and to inform staffing decisions. This project



is being led by Center director Dr. Ann Cotten and Senior Systems Analyst, Jim Bradley.

The second project is an analysis of high-performing employees to identify the traits and practices that distinguish them from employees with average performance. The results of the analysis will be used to inform recruitment, retention, and employee development efforts. The third project is an analysis of the traits and practices that differentiate high-performing supervisors from those with average performance. Both projects are being led by Dr. Thomas Mitchell, Schaefer Center Faculty Fellow and Associate Professor of Applied Psychology.

#### **MARYLAND TOBACCO CONTROL PROGRAM EVALUATION – MARYLAND DEPARTMENT OF HEALTH, CENTER FOR TOBACCO PREVENTION AND CONTROL**

In June 2017, the Schaefer Center began a multi-year evaluation of the Maryland Tobacco Control Program. As part of its research, the Schaefer Center team will be conducting an extensive literature review on tobacco control programs across the U.S., interviewing representatives from each of the 24 local health departments responsible for tobacco control programming in their juris-

dition and other Maryland Tobacco Control Program grantees, reviewing program documents, analyzing semi-annual grant reports, and reviewing programmatic information provided by MDH’s Center for Tobacco Prevention and Control. The research will be used to prepare a formal evaluation report for MDH to submit to the Centers for Disease Control and a final evaluation report that will include recommendations for improving data collection and reporting; recommendations for standardizing performance metrics across grantees, an assessment of program processes and outcomes; an assessment of the utilization of best practices; the identification of program successes and challenges; and recommendations on how to improve program processes, outcomes, and sustainability. The research team will also be facilitating a strategic planning session with grantees to plan for upcoming grant years and to develop common performance metrics. In 2018, the Schaefer Center will provide technical assistance to grantees to support their evaluation efforts. This project is being led by Tina DiFranco, Schaefer Center Faculty Fellow and Executive Director of the School of Health and Human Services.

#### **ORGANIZATIONAL MODERNIZATION - MARYLAND STATE HIGHWAY ADMINISTRATION**

The Schaefer Center is facilitating the Maryland State Highway Administration’s (MD SHA) Organizational Modernization process; the project will be finished in 2018. The effort has two primary goals. The first is to gain alignment within the MD SHA organizational structure. The second is to assess how each office and district supports the core MD SHA functions and determine if they have the human capital to accomplish those functions. The project includes an analysis of how staff are deployed and the functions they perform, and an organizational assessment by each office and district. The organizational assessment will examine opportunities for staffing or organizational realignment, opportunities for innovation and collaboration, an analysis of organizational structure, and an assessment of human capital priorities and challenges. The Schaefer Center will conduct the staffing analysis, facilitate a kickoff retreat, facilitate the organizational self-assessments, develop a human capital scorecard, and provide an organizational self-assessment sustainability plan. This project is being led by Dr. Ann Cotten, Schaefer Center Director.



# SURVEY RESEARCH PROJECTS



## **2017 CUSTOMER SERVICE SATISFACTION SURVEY MARYLAND DEPARTMENT OF TRANSPORTATION**

During the reporting period, the Schaefer Center began a statewide telephone survey of 800 Marylanders for the Maryland Department of Transportation (MDOT) to gauge general customer satisfaction with and opinions of MDOT's operations across the state of Maryland. The data collection and final report will be completed in FY 2018. This research project was led by Dr. Don Haynes, Schaefer Center Survey Research Director and Associate Professor in the College of Public Affairs.

## **GEOLOOM ARTS AND CULTURAL ACTIVITIES SURVEY – UNIVERSITY OF BALTIMORE, JACOB FRANCE INSTITUTE/BALTIMORE NEIGHBORHOOD INDICATORS ALLIANCE**

The Schaefer Center supported the Jacob France Institute/Baltimore Neighborhood Indicators Alliance with the development and administration of a survey on Baltimore City's citizen participation in arts and cultural activities. The survey results were used to map arts and cultural participation in Baltimore City communities. This research project was led by William Wells, Schaefer Center Survey Research Manager.

## **SURVEY OF DEFENSE CONTRACTORS - TOWSON UNIVERSITY, REGIONAL ECONOMIC STUDIES INSTITUTE**

On behalf of the Regional Economic Studies Institute at Towson University, the Schaefer Center conducted a survey of 278 Maryland-based contractors whose products or services are ultimately used by the United States Department of Defense. The Schaefer Center interviewed primarily Tier 2 DOD contractors to gain insight into how Maryland businesses could be affected by uncertainty regarding the defense budget. The project included

mapping the state's defense supply chain, in part by directly surveying companies who had been identified as being in the defense supply chain by other firms, or through collaboration with the Small Business Administration. This research project was led by William Wells, Schaefer Center Survey Research Manager.

## **NON-ENROLLED STUDENT SURVEY- UNIVERSITY OF BALTIMORE, OFFICE OF ADMISSIONS**

On behalf of the UB Office of Admissions, the Schaefer Center contacted and surveyed 611 students including those who were accepted but not yet enrolled and those who had been accepted but had not confirmed their acceptance. The project was designed to encourage students to enroll and collected data from the students about their decision to attend college and their choice of institution. This research project was led by William Wells, Schaefer Center Survey Research Manager.

## **NEWLY ENROLLED STUDENT WELCOME - UNIVERSITY OF BALTIMORE, COLLEGE OF PUBLIC AFFAIRS**

The Schaefer Center's interview team contacted 286 newly enrolled College of Public Affairs students to welcome them to the college, provide information about new student orientation and advisors' contact information, and to ask if they wanted someone from the college to provide additional information. This research project was led by William Wells, Schaefer Center Survey Research Manager.

## **2017 MARYLAND GAMBLING PREVALENCE SURVEY - UNIVERSITY OF MARYLAND SCHOOL OF MEDICINE**

On behalf of the University of Maryland Center of Excellence on Problem Gambling, Research Program on Gambling (RPG), the Schaefer Center is conducting a telephone survey of 6,000 Maryland residents about their gambling habits. The study is a follow-up

study, replicating the work done by the Schaefer Center in 2010 for the initial, baseline study of Marylanders' gambling habits. The surveys are expected to be completed in fall 2017. This research project is being led by Dr. Don Haynes, Schaefer Center Survey Research Director and Associate Professor in the College of Public Affairs and William Wells, Schaefer Center Survey Research Manager.

## **MONEY FOLLOWS THE PERSON QUALITY OF LIFE ASSESSMENTS – MARYLAND DEPARTMENT OF HEALTH, LONG TERM CARE AND COMMUNITY SUPPORT SERVICES ADMINISTRATION, OFFICE OF HEALTH SERVICES**

The Schaefer Center's field interviewing team contacted over 700 participants in the Money Follows the Person Medicaid waiver program to conduct Quality of Life assessments in the last year of a nine year study. The study measures recipients' quality of life while in a long-term care facility and annually while living in a community setting. This research project was led by William Wells, Schaefer Center Survey Research Manager.

## **WAIVER REGISTRY LEVEL 1 SCREENING - MARYLAND DEPARTMENT OF HEALTH, LONG TERM CARE AND COMMUNITY SUPPORT SERVICES ADMINISTRATION, OFFICE OF HEALTH SERVICES**

The Schaefer Center is conducting telephone screenings of up to 12,000 individuals interested in Medicaid waiver services. In FY'17 the Schaefer Center successfully screened or otherwise removed over 4,000 individuals who had been placed on the Registry. The project supports the MDH's prioritization on individuals on the waiting list. This project runs through FY 2018. William Wells, Schaefer Center Survey Research Manager, is leading this project.

**INTER RAI ASSESSMENTS -  
MARYLAND DEPARTMENT OF  
HEALTH, LONG TERM CARE AND  
COMMUNITY SUPPORT SERVICES  
ADMINISTRATION, OFFICE OF  
HEALTH SERVICES**

The Schaefer Center's community health nurses completed 566 in-person initial or re-determination clinical assessments of Maryland residents in FY'17, using the InterRAI Home Care Assessment tool. The Schaefer Center's work was instrumental in helping MDH eliminate a backlog of applications and

redeterminations for services through several state and federal programs. William Wells, Schaefer Center Survey Research Manager, led this project.

**COMMUNITY OPTIONS WAIVER  
QUALITY OF LIFE SURVEY, -  
MARYLAND DEPARTMENT OF  
HEALTH, OFFICE OF HEALTH SER-  
VICES, LONG TERM CARE  
AND WAIVER SERVICES**

Schaefer Center interviewers continued to conduct in-person quality assessment in-

terviews with participants in several MDH home and community based Medicaid waiver programs. In the last quarter of FY 2017, the research team conducted 270 assessments. The data collection supports the MDH's requirement to survey 10% of its program population. William Wells, Schaefer Center Survey Research Manager, led this project.

# FY17 GRANT AWARDS

(July 1, 2016 – June 30, 2017)

Sponsor	Active Awards	New Awards
Access Group, Inc.	\$57,272	\$57,272
Annie E. Casey Foundation	\$15,000	\$15,000
City of Baltimore	\$275,000	
Clarewood Institute	\$7,635	
Enterprise Community Partners	\$17,879	\$17,879
Maryland Department of Health	\$1,799,201	
Maryland Department of Health	\$188,131	\$188,131
Maryland Department of Health	\$180,199	\$180,199
Maryland Department of Health	\$10,535	\$10,535
Maryland Department of Health	\$188,727	\$188,727
Maryland Department of Health	\$427,871	\$427,871
Maryland Department of Human Resources	\$33,728	
Maryland Department of Legislative Services	\$6,744	\$6,744
Maryland Highway Safety Office	\$14,784	\$14,784
Maryland State Highway Administration	\$23,350	\$23,350
Maryland State Highway Administration	\$102,591	\$102,591
Service Coordination, Inc.	\$1,144	
Service Coordination, Inc.	\$35,994	\$35,994
Service Coordination, Inc.	\$45,811	\$45,811
Social Security Administration	\$48,240	
Towson University	\$26,944	\$26,944
Towson University	\$50,000	
University of Baltimore	\$2,951	\$2,951
University of Baltimore	\$8,509	\$8,509
University of Baltimore, Jacob France Institute	\$6,253	\$6,253
University of Maryland Baltimore	\$220,634	\$220,634
<b>Total</b>	<b>\$3,795,127</b>	<b>\$1,630,179</b>

# STRATEGIC PLANNING PROJECTS



## MARYLAND DEPARTMENT OF HEALTH - PUBLIC HEALTH SERVICES-STRATEGIC PLANNING RETREAT

The Schaefer Center facilitated a strategic planning retreat for the leadership of Maryland Department of Health's Public Health Services Division. As part of the facilitation, the Center conducted a pre-planning survey, facilitated a one-day strategic planning "kick-off" session to develop high-level goals for the division, and developed a Strategic Planning Retreat After Action Report that summarized the outcomes of the retreat and provided recommendations for how the division should implement its planning process. This project was led by Dr. Ann Cotten, Schaefer Center Director.

## MARYLAND DEPARTMENT OF HEALTH - OFFICE OF POPULATION HEALTH IMPROVEMENT

Schaefer Center facilitated a strategic planning retreat for the leadership of Maryland Department of Health's Office of Population Health to develop a high-level planning framework for the year. The Schaefer Center conducted a pre-planning survey, facilitated a one-day strategic planning retreat, and provided a summary of the ideas generated during the planning session. This project was led by Dr. Ann Cotten, Schaefer Center Director.

## UNIVERSITY OF BALTIMORE

The Schaefer Center provided pro-bono support for the University of Baltimore's 2018 strategic planning process. The Center's work included conducting surveys to solicit input from UB students, alumni, faculty, and staff; facilitating eight strategic planning sessions with the UB Strategic Planning and Budgeting Committee; and administering a community-wide survey to solicit feedback on the draft mission, vision, goals and strategies. The Center will continue to provide support for the planning process through its completion in December 2017. This project is being led by Dr. Ann Cotten, Schaefer Center Director





# SCHAEFER CENTER



## STAFF

**Ann Cotten, C.P.A., D.P.A.**  
director

**Mary E.W. Lovegrove, J.D., M.B.A.**  
assistant director

**Pamela A. Bishop**  
business services specialist

**James Bradley, M.S., B.S.E.E.**  
senior systems analyst

**Stephanie Dolamore, MNPM**  
research analyst

**Ryan Fredriksson, M.P.A.**  
research analyst

**Angela Hamlin**  
budget analyst

**Don Haynes, Ph.D.**  
survey research director

**Dennis McGrath, Ph.D.**  
research associate

**William Wells, M.P.A.**  
survey research manager





# STAFF & LEADERSHIP

## SCHAEFER CENTER LEADERSHIP ADVISORY COUNCIL

**Matthew Gallagher (chair)**

president and CEO, Goldseker Foundation

**Peter Beilenson**

president and CEO Evergreen Health

**Kirby Fowler**

president, Downtown Partnership of Baltimore

**Nancy Grasmick**

co-director, Center For Innovation and Leadership In Special Education at the Kennedy Krieger Institute

**Scott Hancock**

executive director, Maryland Municipal League

**Sandra S. Hillman**

president, Hillman Communications

**Lainey LeBow-Sachs**

executive vice president, Kennedy Krieger Institute

**Scot Spencer**

associate director for advocacy and influence,  
The Annie E. Casey Foundation

**June Streckfus**

retired

**H. Mebane Turner**

president emeritus, University of Baltimore

**Mark L. Wasserman**

senior vice president, External Affairs of the University of Maryland Medical System

## MARYLAND CERTIFIED PUBLIC MANAGER ADVISORY COUNCIL

**Stacie Hunt (Chair)**

president and CEO, Leadership Howard County

**Major Charles W. Rapp (Vice-Chair)**

Carroll County Sheriff's Office Investigative Bureau

**Rachel Barrett-Dolcine, MPA, CPM**

chief executive officer, Compass Consulting & Training Solutions

**Pamela Beckham**

HR Chief, Department of Public Works, City of Baltimore

**Elizabeth Briscoe, CPM**

executive director, Action in Maturity

**Sandra Curtis**

chief, Training & Development Division, Department of Human Resources

**Dana Stein, Executive Director**

Civic Works





# FACULTY FELLOWS

**Sezgin Ayabakan** | School of Public and International Affairs  
**Thomas A. Darling** | School of Public and International Affairs  
**Tina DiFranco** | School of Health and Human Services  
**Elizabeth Gammon** | School of Health and Human Services  
**Ed Gibson** | School of Public and International Affairs  
**Margaret Gillingham** | School of Health and Human Services  
**Don Haynes** | School of Public and International Affairs  
**Lenneal J. Henderson** | School of Public and International Affairs  
**George D. Julnes** | School of Public and International Affairs  
**Christopher Justice** | Klein Family School of Communications Design  
**Sunny Kang** | School of Health and Human Services  
**C. Alan Lyles** | School of Health and Human Services &  
School of Public and International Affairs  
**Thomas E. Mitchell** | Division of Applied Behavioral Sciences  
**Carol A. Molinari** | School of Health and Human Services  
**Lorenda A. Naylor** | School of Public and International Affairs  
**Jeffrey Ian Ross** | School of Criminal Justice

**Renita Seabrook** | School of Criminal Justice  
**Ivan Sascha Sheehan** | School of Public and International Affairs  
**Debra L. Stanley** | School of Criminal Justice  
**Larry W. Thomas** | School of Public and International Affairs  
**Frank van Vliet** | Department of Marketing and Entrepreneurship  
**Aaron Wachhaus** | School of Public and International Affairs  
**John T. Willis** | School of Public and International Affairs  
**Heather Wyatt-Nichol** | School of Public and International Affairs  
**Tina Zhang** | Merrick School of Business

## GRADUATE FELLOWS 2016-2017

**Noel Jones**  
**Shannon Quaranta**  
**Rachel Viegas**  
**Lauren Burk**







Schaefer Center for Public Policy  
University of Baltimore  
1420 N. Charles St.,  
Baltimore, MD 21201  
v: 410.837.6188  
f: 410.837.6175  
[scpp.ubalt.edu](http://scpp.ubalt.edu)