

**Heritage Center for Religious Studies
Action Plan**

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OVERVIEW

This proposal will outline a plan of action whereby Heritage Center for Religious Studies (HCRS) will partner with inactive non-profit, faith-based community development corporations (CDC) in Detroit, Michigan to provide training for revitalization and effective leadership of these organizations. The training will begin with the staff and Board of Directors of Hope Help Center, Incorporated and several CDCs in the 48227 zip code, and will subsequently expand to include other individuals from faith-based CDCs citywide.

BACKGROUND

Third New Hope Baptist Church was established in 1956 and after experiencing tremendous growth, moved to its current location in 1986. The church is under the pastoral leadership of Edward L. Branch. Pastor Branch is highly regarded in the Detroit community, sits on several organizational boards, and is immediate past president of the Council of Baptist Pastors of Detroit and Vicinity, a very influential organization in social and political arenas.

Operating out of a mission to serve and revitalize the surrounding community, Third New Hope is situated in an area where poverty, crime, drug activity and blight have become the norm. The following statistics from the 2000 U.S. Census are pertinent to this analysis:

- § The total population of the city of Detroit is 951,270;
- § The total population of the Third New Hope Community (48227 zip code) is 61,118;
- § In the 48227 zip code, 12,589 (60.7%) of the households were owner-occupied while 8,162 (39.3%) were renter-occupied;
- § In the 48227 zip code, the vacancy rate for housing was 1,751 units (7.8%).

The surrounding community has a number of liquor stores, fish markets, and fast food restaurants, but the presence of relevant businesses such as major supermarket chains, laundry mats, and drug stores are limited. The church has several internal and outreach ministries and plans are underway to construct a multi-purpose community center on one city block directly across the street from the current edifice. The church is in the process of purchasing a handful of the remaining homes for demolition, securing construction permits, and maintaining an active fundraising campaign. This project is coordinated and financially sustained through individual gifts by Third New Hope and the vision has the full support of the congregation and surrounding community.

Among its ministries, Third New Hope Baptist Church owns and operates Heritage Center for Religious Studies (HCRS), a post-secondary school designed to equip ministers and laity with the theoretical and practical skills necessary for effective Christian ministry with emphasis on urban African American congregations. Established in 1989 as an annual institute providing seminars in ministry and Black History, HCRS operated a non-credit diploma program under the charter of a local seminary whereby uniquely qualified students who had not attained undergraduate degrees would have the opportunity to qualify for direct admission to the seminary's Master of Divinity degree program. Between 1989 and 2000, approximately 70 students from around the Detroit Metropolitan area and Toledo, Ohio have been admitted and sporadically enrolled in classes. In December 2000, the school was restructured under the new Administrator, Cyderia Gates, and Registrar, Constance Bush. Both will serve as volunteers until the resources of Heritage Center can support paid administrative positions. There are 11 regular faculty and 3 adjunct faculty members. The school has access to numerous professionals who can teach courses in specialized areas. The

Board of Governors, composed of seven people (with Pastor Branch as Chairman and CEO), represents diverse segments of Detroit=s civic, religious, and business communities.

To meet the growing needs of students desiring theological and ministry education who were not pursuing the direct route to graduate studies, HCRS was reorganized in 2001 and Diploma of Ministry (with concentrations in Bible, Black Church/Ministry Studies, the Practice of Ministry, and Preaching) and certificate programs were added to the curriculum. In April 2002, Heritage Center was granted a license by the State of Michigan to operate these programs as an independent proprietary school. In addition to undergraduates, individuals holding Bachelor=s degrees periodically take classes for personal enrichment.

The sole source of income for HCRS are tuition payments received from students and tuition rates are competitive (in most cases lower) than schools offering similar courses. Occasionally, donations are given to the school, but this is not the norm. The school is under the ownership of Third New Hope Baptist Church and is therefore limited by funding opportunities from outside sources. To increase funding opportunities, the Board of Governors has agreed to incorporate HCRS separately from the church; however, this process will take several months.

VISION STATEMENT

Heritage Center for Religious Studies will be a premier learning center in ministry, theological, and faith-based organizational (FBO) studies. By expanding the curriculum, new courses in various aspects of faith-based community and economic development will equip ministers and leaders with the skills necessary to effectively operate their FBOs in the Detroit community.

SITUATIONAL ANALYSIS

To further impact in the community, Third New Hope Baptist Church organized Hope Help Center, Incorporated, a CDC designed to address housing rehabilitation and other human services needs. The organizers became involved with a number of individuals who promised that they would process the paperwork for non-profit status at exorbitant fees. Several years and several thousand dollars later, the center partnered with a reputable consultant and was finally granted IRS status as a non-profit 501(c)(3) in 2000. To date, Hope Help Center has not engaged in any fundraising or community development activities. The Board of Directors, with the Pastor as chairman and all members comprised of individuals from the Third New Hope congregation, does not meet consistently and is essentially dormant. All organizational bank accounts associated with Third New Hope are maintained through Bank One in Detroit, one of the largest financial institutions in the state.

NEEDS ASSESSMENT

In terms of economic and community development, Detroit has an abundance of dormant Community Development Corporations and similar structures recognized as 501(c)(3) non-profit organizations that intended to offer housing development and social services. Appendix A lists several CDCs across the City of Detroit, the majority of which an Internal Revenue Service form 990 could not be located. Non-profit organizations receiving income less than \$25,000 are not required to file form 990 with the Internal Revenue Service. Possible reasons for not achieving the minimum income requirements could be attributed as follows:

- § The organization is newly organized;
- § The organization has existed for a period of time, but there is no longer a need for the services;
- § Management has minimal or no knowledge of the functioning of FBOs.
- § The organization simply has not filed the report in accordance with IRS guidelines.

Considering the large number of organizations incorporated within the last two to three years, the knowledge base and management skills of the organizers are questionable. In the case of Hope Help Center, Incorporated, inactivity was the sole reason for non-reporting. A chief concern of the Project Leader, Yvonne Burke, is the lack of knowledge of funding sources and proper preparation of grant proposal packets.

Given their individual backgrounds and experiences, it is highly unlikely that any of the current HCRS students are aware of the nature, process or benefits of economic and community development. It is even more unlikely that the residents in the community surrounding HCRS are knowledgeable of the function of FBOs. HCRS is ready to move beyond basic course offerings and serve as a catalyst for educating its students and the community concerning economic and community development in the City of Detroit.

As noted in Appendix E, there are several schools in the Detroit area that provide religious instruction; however, course offerings in faith-based economic and community development are limited. HCRS has a competitive advantage in offering ministry/theological training and will expand its curriculum to address the needs of CDCs. HCRS requires 30 hours of classroom instruction and tuition is \$250 per course. In comparison to other schools and classroom hours, HCRS is very competitive in tuition charges

TARGET COMMUNITY

The target community will initially derive from Hope Help Center, Incorporated and other inactive CDCs serving the 48227 zip code, an area bound by Puritan Avenue (north), West Chicago (south), Meyers Road (east), and Southfield Road (west). In 48227, a total of 41 FBOs offering housing-related and social services were located; however, no activity was found for 39 of them (see Appendix B). Training will include executive directors, ministers, community activists and board members in need of specialized preparation for activating and leading CDCs.

PROPOSED STRATEGY

Rather than advocate for the formation of new CDCs, this proposal emphasizes collaboration through consolidation whereby Heritage Center for Religious Studies (HCRS) will partner with existing non-profit, faith-based community development corporations (CDC) in Detroit, Michigan to provide training for effective leadership of these organizations. HCRS currently offers more than 28 courses and the following five courses are among those relevant to the service goals of Hope Help Center, Incorporated as well as several other CDCs:

- § Church Administration
- § Dynamics of the Black Church and Family

- § Ministry with Inner-City Youth
- § Pastoral Care
- § Social Ethics of the Black Church

HCRS will expand its curriculum to offer a concentration related to Urban Ministry/Community and Economic Development. New course offerings will address:

- § Financial Planning and Management
- § Faith-Based Organizations
- § Establishing non-profit 501(c)(3) organizations
- § Preparing Reports
- § Grant Proposal Writing
- § Social Programs

The training will begin with the leadership of Hope Help Center, Incorporated and several CDCs in the 48227 zip code, and will subsequently involve other individuals from faith-based CDCs citywide.

ACTION PLAN

- § To coincide with efforts to support faith-based businesses and institutions, the bank account for HCRS will be moved from Bank One to a faith-based credit union or minority owned bank in Detroit (see Appendix D for banking options). This must be approved by the Board of Governors of HCRS and signers will include the President, Administrator, and Finance Manager (during July 8, 2002 meeting);
- § Administrator, in consultation with local FBO specialists, will design new concentration (Urban Leadership and Community Development) in Diploma of Ministry program, including curriculum topics and course descriptions (by July 8, 2002);
- § Administrator will target and interview potential faculty (Michigan and nationwide) specializing in Community, Economic and Leadership Development in the Urban Context (by August 1, 2002 and ongoing);
- § Administrator will submit new concentration information Board of Governors for review (during July 8, 2002 meeting);
- § Administrator will submit faculty recommendations to Board of Governors for review (during August 2002 meeting and ongoing);
- § Administrator will submit new concentration information and faculty qualifications to State of Michigan for file updates (August 2000);
- § Administrator, Registrar, and Hope Help Center Project Leader will research proposals for education and technical assistance funding. This will provide scholarship assistance to

students. HCRS is currently under the ownership of Third New Hope Baptist Church, which may limit access to certain funding sources. In those instances where a CDC is eligible for such funding, proposals will be submitted to various agencies through Hope Help Center, Incorporated until HCRS is incorporated as a separate 501(c)(3) educational institution (Initiate immediately and ongoing);

- § President, Administrator and Hope Help Center Project Leader will solicit referrals and/or sponsorship of students from Hope Help Center, Incorporated and other CDCs in the 48227 area code (August 2002);
- § Administrator will notify current students and mailing list of new program offering (by July 15, 2002);
- § Potential students will complete application packets for Fall Quarter (by September 1, 2002);
- § Fall Classes begin (September 30, 2002);
- § Potential students will complete application packets for Winter Quarter (by December 1, 2002);
- § Winter Classes begin (January 6, 2003);
- § Potential students will complete application packets for Spring Quarter (by March 1, 2003);
- § Spring Classes begin (March 31, 2003).
- § President and Administrator will design Graduate Certificate program for students possessing Bachelor degrees (complete and implement by Fall, 2003)

CONTINGENCY PLAN

Anticipated barriers:

- § If a quorum is not achieved at the July Board meeting, the implementation plan will be delayed (the academic program will be postponed until the Winter quarter);
- § Students who neglect to enroll/register in a timely manner (continued reminders will be mailed and telephoned; however, application and registration deadlines will be strictly adhered to);
- § Minimal referrals/responses from CDCs (offer free seminar on HCRS and FBOs; continued appeals to organizations, local congregations, Council of Baptist Pastors of Detroit and Vicinity);
- § Students who are not responsible for payment have demonstrated a tendency to take the work less seriously (consideration will be given to having them pay their tuition first and then reimburse them with the scholarship award in cash upon successful completion of the course);

§ Lack of grant funding for scholarships (this initiative will be a priority in fundraising efforts as included in the Board of Governors Long Range Strategic Plan).

APPENDIX A

Sample 501(c)(3) organizations operating in Detroit
for community/economic development and human services needs

(F) denotes that the corporation is a faith-based initiative

(I) indicates that the organization IRS form 990 was available for review
Data gathered from www.guidestar.org

NAME OF ORGANIZATION	YEAR non-profit status approved	ZIP CODE	PURPOSE/SERVICES OFFERED
Church of the Messiah Housing Corp. (I), (F)	1979	48207	Housing Rehabilitation
Greater Life CDC (F)	2002	48207	Housing Rehabilitation
Harvest CDC	2002	48235	Human Services Organization
Jeremiah Project (I), (F)	1994	Open	Leadership Development, Community Organizing and Development
Joy-Southfield CDC	2002	48228	Child Day Care
Life Changes CDC	2000	48238	Unspecified
Lifeline CDC	2001	48208	Community Coalition
MLK-Buchanan CDC	2002	48208	Housing Development, Construction, Management
Metropolitan Organizing Strategy for Enabling Strength (I), (F)	1998	Open	Leadership Development, Organizing Safe Zones and Fundraising for Drug Prevention
New Hope CDC	1999	48219	Community, Neighborhood Development/Improvement
New Resurrection CDC (F)	2001	48223	A
North End Christian CDC (F)	2000	48211	A
Prevailing CDC (F)	2000	48210	A
Russell Street CDC (F)	1999	48211	
Sacred Heart-St. Elizabeth CDC (F)	2000	48207	Public Housing
St. Paul CDC (F)	2001	48207	Public Housing
St. Stephens Outreach CDC (F)	2000	48214	Housing Development, Construction, Management
Tri-City CDC	2000	48217	
True Faith CDC (F)	2001	48204 48234	
Vanguard CDC (I), (F)	1995	48211	Urban, Community

APPENDIX B

*501(c)(3) organizations operating in the 48227 zip code for community/economic development and human services needs.

(F) denotes that the corporation is a faith-based initiative
(I) indicates that the organization IRS form 990 was available for review
Data gathered from www.guidestar.org

NAME OF ORGANIZATION	YEAR non-profit status approved	PURPOSE/SERVICES OFFERED
Belmont Community Council	1995	Neighborhood/Block Association
Bethune Community Council	2000	A
Bethune Community Council Non-Profit Housing Corp.	1992	Housing Development
Bread of Life CDC (F)	1999	Neighborhood Center, Settlement Home
Cadillac Area Community Council	2002	Community, Neighborhood Development/Improvement
Caring Hearts	2000	Temporary Shelter for Homeless
Change Through Prayer CDC (F)	2001	Human Service Organizations
Charity Ecumenical CDC (F)	1993	Housing Rehabilitation
Christland Community Outreach (F)	1998	Children=s and Youth Services
Clara Tyson Alternatives Care Center (I)	1996	Human Services Organization (Health Care)
Community Planning Assn	1998	Community, Neighborhood Development/Improvement
Daily Challenge	2001	Family Services
Detroit Neighborhood Empowerment Programs	1991	Unspecified
Family in Transition United	2001	Family Services
Family Resources Enhancement and Empowerment Programs, Inc	2000	Family Services
Fiberglass Estate Community Hall	1991	Community, Neighborhood Development/Improvement
Free Indeed CDC	1999	AIDS
Global Economic Development Conference	1994	Economic Development
Goins Home, Inc.	2000	Housing Development, Construction, Management
Good Neighbor Network, Inc.	1990	Unspecified
Grandale Rosemont Development Corp. (I), (F)	1991	Real Estate Restoration
Grand River Improvement Assn	1999	Community, Neighborhood Development/Improvement

Hartwell and Neighbors Assn	1987	Community Development
Helping Hand Mission, Inc.	2000	Homeless Services/Centers
Institute for Human Development	1996	Developmentally Disabled/Services
Liberty House Management Corp	1999	Temporary Shelter for the Homeless
Love Community Outreach Services Center (F)	2000	Human Services Organization
Metropolitan Northwest (F)	1986	Unspecified
Mother Waddles Perpetual Mission	1966	Unspecified
National Image Development Center	1998	Human Services Organization
Peace Within Ministries	1999	Human Services Organization
Peoples Community and Development Services	2001	Low-Cost Temporary Housing (includes Youth Hostel)
Pisgah Community Outreach (F)	1990	Unspecified
Response Transportation Service	1997	Transportation (Free or Subsidized)
San-Ty Creative Center	2000	Family Services
Serving People in Need	1990	Food Bank/Pantry
Spiritual Israel Ministries	1995	Senior Citizens' Housing/Retirement Communities
Top Source Development Center	2001	Family Services
Uprise, Inc.	1997	Business/Youth Development
Victory Unto Salvation Outreach Mission	1999	Human Services/Multipurpose
Vineyard Pomegrante Locks, Inc.	1996	Housing Development, Construction, Management

APPENDIX C

Other Major Churches located within the 48227 zip code

Bibleway COGIC* (F)
16431 Plymouth Road

Burnette Baptist Church* (F)
16801 Schoolcraft

Christland Missionary Baptist Church* (F)
12833 Puritan

El Bethel Baptist Church
15340 Puritan

God=s Way Church of God
14820 Puritan

Grandale Presbyterian Church of the Master*
15727 Plymouth Road

Greater Love Tabernacle COGIC* (F)
17617 Plymouth Road

Holy Cross Lutheran Church
14213 Whitcomb

Hope Presbyterian Church*
15340 Meyers Road

Metropolitan Church of God* (F)
13400 Schaefer

Mt. Pisgah Missionary Baptist Church* (F)
13668 Plymouth Road

Pentecostal House of God*
14025 Hubbell

St. Timothy United Methodist Church (F)
15888 Archdale

*While significant portions of Detroit are more economically distressed than others, these churches are located in areas of obvious urban blight.

(F) denotes that a 501(c)(3) exists for faith-based community development or outreach purposes.

APPENDIX D

Faith-Based and Minority-Owned Financial Institutions in Detroit

Faith-Based Credit Unions

AME Zion United Credit Union
11359 Dexter
Detroit, Michigan 48206
(313) 933-1818

Bethel Baptist Church East Credit Union
5715 Holcomb
Detroit, MI 48213
(313) 923-1644

Greater Christ Baptist Church Credit Union
3544 Iroquois
Detroit, MI 48214
(313) 925-1359

Greater Grace Temple Federal Credit Union

Greater New Mt. Moriah Credit Union
586 Benjamin L. Hooks Blvd
Detroit, MI 48202
(313) 871-8025

Metropolitan Church of God Credit Union
13400 Schaefer
Detroit, MI 48227
(313) 273-5580

New Rising Star Federal Credit Union
10605 Mack Avenue
Detroit, MI 48214
(313) 822-3970

Minority-Owned Bank

First Independence National Bank* (4 Detroit branches)
44 Michigan Avenue
Detroit, MI 48226
(313) 256-8400

APPENDIX E

Options for Religious and Faith-Based Education in Detroit

Heritage Center is one of several evangelical ministry-training schools for adults without degrees operating in the Detroit area:

- \$ It is 1 of 2 schools in Southeastern Michigan offering the Diploma of Theology program in association with the local seminary previously mentioned. The other program is Myers-Taylor Center for Religious Studies in Detroit. Classes meet 2.5 hours per week over six week period and there are no known courses regarding FBOs;
- \$ It is 1 of 2 schools operating on a quarterly schedule offering a Diploma program. Ecumenical Theological Seminary in Detroit offers the Urban Ministry Diploma and emphasizes theory and scholarship. This program offers one course each in Urban Ministry and Faith Based Economic Development;
- \$ It is 1 of 3 schools in Southeastern Michigan licensed to operate as an independent proprietary school. Bibleway Bible Institute operates on the eastside of Detroit and offers a much smaller curriculum. Destiny School of Ministry operates in Roseville, an eastern suburb of Detroit;
- \$ There are Christian colleges offering undergraduate degrees in ministry-related areas: Iona College (in association with Ecumenical Theological Seminary), Spring Arbor College, and William Tyndale College. Heritage Center courses have been transferred for credit to William Tyndale College. These programs offer basic business courses, but none specializing in FBOs;
- \$ Cornerstone University offers an undergraduate degree in Ministry Leadership, but students are required to have completed 56 credit hours before applying to the accelerated program. HCRS is in discussion with Cornerstone University to develop an articulation agreement;
- \$ Wayne County Community College offers community workshops on various themes in non-profit organization management, but none address the issues of FBOs. The workshops are 2 hours per week for 4 weeks and the average costs are \$40-65;
- \$ Wayne State University offers a minor in non-profit studies (19 credit hours) and a Post-Bachelor certificate in non-profit sector studies (24 credit hours). Tuition for Michigan residents ranges from \$118.90 to \$140.30 per credit hour.