

THE CENTER FOR
MICHIGAN

Michigan's Defining Moment

10,000 Voices to Transform our State



Citizens' Agenda • 2010

Contents

A Letter To The People Of Michigan 1
Five Ways You Can Make A Difference Now 4

The Citizens' Common Ground Agenda For Michigan's Future

Economic Growth & Quality Of Life..... 6
A Talented, Globally Competitive Workforce 8
Effective, Efficient & Accountable Government 10

2010 Michigan Scorecard..... 12
MDM Map & Demographics 14
MDM Methodology..... 15
Center For Michigan Publications..... 18
Center For Michigan's Future Work 20
Credits 21
Thank You To Our Investors 22
Parting Shots: What Citizens Tell Their Legislators.... 23
2010 Citizens' Agenda At-A-Glance 24



A Letter to the People of Michigan

FOUNDING CHAMPIONS

Tom Anderson
Vernice D. Anthony
John Axe
Jim Baker
Charles Ballard
John Barfield
Richard Bernstein
Jesse Bernstein
Rebecca Blank
Richard Blouse
Bill Bobier
Brian Boyle
Bruce Bragg
David Brandon
Tino Brighaupt
Jim Brooks
Paul Brown
John Brown
Andy Buchsbaum
Dave Campbell
David Canter
Tom Clay
Matt Clayson
Howard Colodas
Richard Cole
David Cole
Tom Cook
Paul Courant
Matthew Cullen
Dan DeGrow
Neeta Delaney
Bob DeNooyer
Paul DeWeese
Fred Dillingham
Paul R. Dimond
James Duderstadt
Aaron Dworkin
Anthony Earley
Dave Egner
Ken Fischer
Michael Flanagan
Randolph Flechsig
Eugene Gargaro
Dan Gaydou
Elisabeth Gerber
Ralph Gerson
Don Gilmer
Alan Gilmour
Larry Good
Steve Hamp
Pat Harrington
David Haynes
John Hertel
Tom Hickner
Jim Hilboldt
David Hollister
Veronica Horn
Mike Jandernoa
Dottie Johnson
Eleanor M. Josaitis
Kevin A. Kelly
Dan Kildee
Kurt Kimball
Ron Kitchens
Birgit Klohs
Mary Kramer
Gary LaPlant
Mel Larsen
Bob Larson
Jack Lessenberry
Thomas Lewand
Sam Logan
John Logie
Albert Lorenzo
Doug Luciani
Richard McLellan
Hank Meijer
Anne Mervenne
Dan Musser
Brent Nickola
Greg Northrup
David Page
Lana Pollack
John Porter
Keith Pretty
Margaret Ann Riecker
Marvin Roberson
Milt Rohwer
Doug Ross
Sharon Rothwell
Doug Rothwell
Matthew Roush
Nancy Schlichting
Paul Schutt
Marc Schwartz
Joe Schwarz
Dan Scripps
Maureen Smyth
Rick Snyder
Helen Taylor
Paul Todd
Gail Toreano
Margaret Trimer-Hartley
Jan Urban-Lurain
Amanda VanDusen
Peter Walters
Tom Watkins
Dennis West
Gil White
Cynthia Wilbanks
Dan Wyant
Gil Ziegler

May 2010

Dear People of Michigan,

This report represents the work of more than 10,000 of your fellow citizens – people from many walks of life and every corner of Michigan who joined together over the past three years in one conversation about our great state.

These 10,000 voices blend into one urgent chorus for Michigan's future. This final report of the Michigan's Defining Moment Public Engagement Campaign details a long-term vision and concrete action plan for our state's ascent to a new era of prosperity.

Imagine, for example, a place where newly minted college grads and retooled manufacturing workers vie for plentiful jobs with good wages right here at home. Imagine a Michigan that is such a great place to live that our grandchildren never feel a need to leave ... and our children want to come back home. Imagine a place that enthusiastically invests in its most competitive assets – its natural resources, universities, and distinctive local communities. Imagine a place where citizens, community leaders, public workers, and politicians willingly hold themselves accountable for significant, strategic civic progress.

These are the great hopes of Michigan's Defining Moment participants.

An Agenda for 2010 – Built in a Very Different Way

The more than 10,000 citizens who built this common ground, bottom up agenda for Michigan's future did so because they share a belief that even in this time of deep political skepticism and economic upheaval, they can help transform our state. Deliberated and refined in an unprecedented, nonpartisan campaign of nearly 600 community meetings statewide, the people's 10-point action plan is to:

1. Create a More Business-friendly Entrepreneurial Environment
2. Overhaul the Michigan Tax System for the 21st Century
3. Build on Michigan's Distinctive & Competitive Assets
4. Change How & What Schools Teach
5. Transform Education Operations & Funding
6. Hold Educators, Parents & Students to Higher Standards
7. Hold Politicians – and Ourselves – More Accountable
8. Lengthen or Repeal Term Limits
9. Execute Transparent & Strategic State Budgets
10. Intensify Consolidation & Service Sharing in Local Government

(This agenda is explained in detail on pages 4-9)

We expect this 10-point plan will become central to this year's crucial statewide election when every statewide political office is up for grabs and nearly half of all legislators will be replaced due to term limits.

This vision – and the action steps to achieve it – grow not from the dogma of any particular political party, one-issue interest group or regional power base. Instead, this agenda is rooted in widespread public concern for the state as a whole.

This authentic citizens' movement started nearly five years ago when the signatories on this letter formed the nonprofit, nonpartisan Center for Michigan. Motivated by the deeply challenged state economy and a paralyzed and hyper-partisan political environment, we launched the Center with the following mission statement: "Conducting research into public policy issues affecting the people of the state of Michigan, developing public policy initiatives for the improvement of civic leadership in Michigan and educating

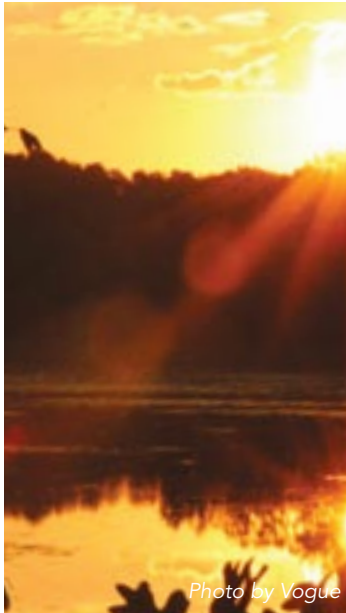


Photo by Vogue

civic leaders and concerned citizens in Michigan as to more effective approaches to public policy and governance through dissemination of written materials and sponsorship of conferences or forums.”

The Michigan’s Defining Moment Public Engagement Campaign quickly became the Center’s central project. We launched “MDM” in 2007 in partnership with Public Sector Consultants, Inc. and the more than 100 statewide leaders listed on this letterhead. We sought in-depth citizen deliberation rather than the standard device of allowing brief and shallow telephone opinion polls to shape public policy. We worked to collect and disseminate detailed non-partisan information about Michigan’s challenges and, in turn, gathered pragmatic, grassroots ideas to build a better future.



Photo by Nick Sortzi

Changing a State is Hard – But We’re Making Progress

Page 20 of this book outlines the Center for Michigan’s work plan for the coming years to drive the citizens’ common ground agenda. So far, we can point to four specific state-level outcomes provoked by this work:

- The Freshman Bipartisan Caucus: By mid-2008, nearly 200 community meetings into our effort, it was clear that citizens desired much greater bipartisanship and problem-solving in the Michigan Legislature. The Center for Michigan’s outreach with legislative candidates in 2008 led to a first-ever Bipartisan Caucus in the Michigan House. The caucus is collaboratively sinking its teeth into big-picture policy issues including education funding and term limits reform.
- The Beginnings of Corrections Reform: In response to Community Conversations sentiment, the Center for Michigan helped form in late 2008 a coalition of business, education, and nonprofit groups to encourage Lansing leaders to spend a smaller proportion of the state budget on prisons. So far, we can point to \$30 million in savings specifically attributable to the coalition’s



Photo by Steve Fecht

ongoing dialogue with legislators, the Department of Corrections, and the Granholm Administration. More generally, this work has placed reforms in our corrections system front and center on Lansing’s agenda and is encouraging hundreds of millions of dollars in corrections spending cuts.

- Lengthening the School Year: Following up on parents’ concerns raised in Community Conversations, the Center issued a report in March 2009 called “School Daze: Michigan’s Shrinking School Year.” The report documented how more than 90 percent of local school districts in Michigan – especially in economically challenged urban and rural areas – have fallen well below the informal national standard of 180 days of annual instruction. Lansing’s reaction to the report was swift. Legislators passed new budget language requiring districts to stop cutting additional days from the school calendar.
- Improved Interaction between Citizens and Elected Leaders: More than 1,500 people have attended Michigan’s Defining Moment policy conferences, candidate forums, and breakfasts and dinners with legislators in the past three years. One recent example of how this citizen networking can and does impact state policy... In March 2010, MDM participants sent more than 200 emails in six hours urging the legislature to approve funding for the Pure Michigan tourism advertising campaign. The funding was approved that very same afternoon, with lobbyists indicating that the email campaign helped. The next day, MDM participants sent more than a hundred letters of thanks to legislators.

YOU can take action today to improve Michigan!

Making this citizens’ common ground agenda a reality will take tremendous effort, by business and community leaders, educators, elected leaders and public sector workers, and, most importantly, by all of us as citizens.



Photo by Steve Fecht



Photo by Kevin K

We all have a part to play in building a more prosperous Michigan future.

You can start today by digesting this report. The full citizens' common ground agenda is outlined on pages 4-9. The demographics of who participated and the methodology of how we gathered the voices of 10,000 people are explained on pages 15-17. And the foundations, corporations, and individuals who have funded the Michigan's Defining Moment efforts are listed on page 22.

Most importantly, we urge you to review pages 10-11, which explain five simple steps any Michigan citizen can take right now to become more involved in creating the best possible future for our state.

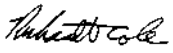
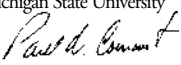
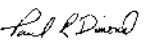
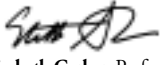
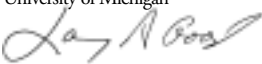

The political paralysis in recent years illustrates that it will do little good for us all to point fingers of blame at Lansing and simply hope for a better future.

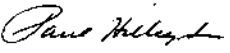

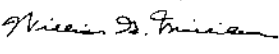
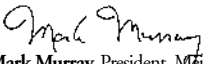
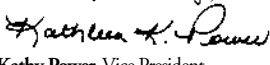
Nor can we expect government to lead. Transformation is most likely to come through the innovation and creativity of Michiganders: the private sector, local community organizations, local educators and clergy and block club presidents and so many others.

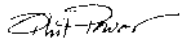
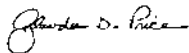
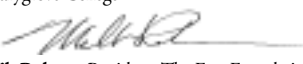
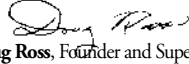


We urge you to use your own network to advance the fundamental principles of this report. Whether it is crossing cultural divides, demanding higher standards in education, or fostering an entrepreneurial culture, we can all make a difference in our own domains, doing the work we love in the communities we care so much about.

It's our state. It's up to us to transform it. In the immortal words of anthropologist Margaret Mead, *"Never doubt that a small group of thoughtful, committed citizens can change the world. Indeed, it is the only thing that ever has."*

The Center for Michigan Board of Directors and Steering Committee

- 
Richard T. Cole, Chair, Department of Advertising, Public Relations and Retailing, Michigan State University
- 
Paul Courant, Dean of Libraries, University of Michigan
- 
Paul Dimond, Of Counsel, Miller Canfield
- 
Elisabeth Gerber, Professor of Public Policy, University of Michigan
- 
Larry Good, Chairman, Corporation for a Skilled Workforce
- 
James S. Hilboldt, Chairman, Connable Office, Inc.

- 
Paul Hillegonds, Senior Vice President, DTE Energy and former Speaker of the Michigan House of Representatives
- 
Mike Jandernoa, managing partner of Bridge Street Capital Partners
- 
Jack Lessenberry, Professor of Journalism, Wayne State University, and Michigan Public Radio Senior Political Analyst
- 
William G. Milliken, Former Governor of Michigan
- 
Mark Murray, President, Meijer Stores, Inc.
- 
Kathy Power, Vice President, The Center for Michigan

- 
Philip Power, President, The Center for Michigan
- 
Glenda D. Price, President Emeritus, Marygrove College
- 
Milt Rohwer, President, The Frey Foundation
- 
Doug Ross, Founder and Superintendent, University Preparatory Academy in Detroit
- 
Doug Rothwell, President & CEO, Business Leaders for Michigan
- 
Craig Ruff, Senior Policy Fellow, Public Sector Consultants

- 
Marilyn Schlack, President, Kalamazoo Valley Community College
- 
John A. ("Joe") Schwarz, Former member of Congress and former Michigan State Senator
- 
S. Martin Taylor, Former director of the Michigan Department of Labor and the Michigan Employment Security Commission
- 
Jan Urban-Lurain, President, Spectra Data and Research, Inc
- 
Cynthia Wilbanks, Vice President for State Relations, University of Michigan

Economic Growth & Quality of Life

Michigan must boost economic development by growing an entrepreneurial culture and venture capital. Michigan must also build on its manufacturing base by diversifying through innovation, technology, and research. And the state must rejuvenate communities to assure they have the amenities, culture, and diversity to develop, attract, and retain talented people, manage infrastructure and protect natural resources.

To achieve that vision, Michigan citizens outline three action steps:

1. CREATE A MORE BUSINESS FRIENDLY, ENTREPRENEURIAL ENVIRONMENT

As a first step, citizens want better connection between education and the jobs of the new economy. In K-12, they want intensified focus on critical thinking skills to strengthen adaptability and problem-solving. In higher education, they want expanded entrepreneurial studies and nimble updating of programs to adjust to economic change and provide graduates who can quickly flow into Michigan's workforce and remain in the state. They are eager to see a focused state strategy for economic transformation – and they want much

intensified leadership focus and public debate on the details. Some see promise in supporting particular industries or sectors such as green energy, health care, and small business in general. Others favor a hands-off approach so the state is not in the business of picking economic winners and losers. Many call for a wide range of business-friendly strategies – including streamlined regulation, incubators and other supports for entrepreneurs, mass transit, and right-to-work legislation – as potentially promising strategies for future growth.

2. OVERHAUL THE MICHIGAN TAX SYSTEM FOR THE 21ST CENTURY

Citizens want a simplified and stable state tax code. Years of state budget standoffs and tax code tinkering have left citizens and businesses alike weary, wary, and uncertain of their future tax liabilities. Citizens want wholesale review of Michigan's complicated network of more than \$30 billion

in tax incentives and tax breaks to assure they are providing jobs and boosting the economy. Among specific tax reforms, citizens have expressed widest support for business tax cuts and broadened sales/use/consumption taxes.

3. BUILD ON MICHIGAN'S DISTINCTIVE AND COMPETITIVE ASSETS

Michigan citizens are immensely proud of their state and see much to build upon. They want to promote our natural resources and tourism and invest in marketing Michigan to the world. They see great potential to improve infrastructure and mass transit, reuse vacant urban landscapes, retool our manufacturing base, and further high-tech research and

development. They want policies that strengthen agriculture and they are eager to buy local products first. And many view arts and culture as essential to economic development and the attraction and retention of a talented, highly skilled workforce.



Photo by Rich Evenhouse



Photo by Lyrics Guru

COMMUNITY CONVERSATION CONCLUSIONS: Economy & Quality Of Life

In 180 Community Conversations from October 2007 to April 2008, 1,800 participants identified “economic growth and quality of life” as a high priority for Michigan’s future. In 400 more Community Conversations from November 2008 to January 2010, another 8,300 participants outlined these ideas for economic growth...

ACTION NEEDED:

Create a More Business-Friendly, Entrepreneurial Environment

1873 Mentions

• Link education to the jobs of the new economy	425
• Improve the entrepreneurial environment & culture	367
• Make it easier to do business by streamlining regulation	251
• Foster alternative energy and green economy & jobs	137
• Create a focus/strategic thinking for transforming our economy	132
• Encourage growth of health care industry & promote health reform	112
• Invest in and grow mass transit & transportation industry	111
• Focus on small business	107
• Become a right-to-work state	100
• Offer incentives to retain talented college grads	98
• Invest in high-tech industries	30
• Increase or decrease compensation of workers	27
• Ask businesses what would bring them to Michigan	14

ACTION NEEDED:

Overhaul the Michigan Tax System for the 21st Century

1036 Mentions

• Simplify the tax code & reform Michigan’s tax incentive system	721
• Cut business taxes	172
• Reform sales/consumption taxes	49
• Increase power of local governments to take local & regional tax proposals to the ballot	28
• Reform the income tax	26
• Reform property tax	22
• Institute a flat tax	12
• Reform the gas tax	6

ACTION NEEDED:

Build on Michigan’s Distinctive and Competitive Assets

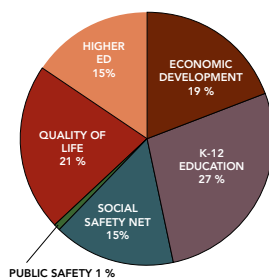
978 Mentions

• Promote tourism & invest in innovative state branding	291
• Improve infrastructure, reuse land, urban revitalization	108
• Transform/retool manufacturing and the auto industry	107
• Identify and replicate best economic growth practices from Michigan and beyond	79
• Buy local/Michigan first	73
• Treat our natural resources as key to economic development	68
• Strengthen agriculture industry	54
• Invest in university research and development	54
• Improve Detroit	43
• Recognize arts and culture as essential to economic development	32
• Increase links between businesses & local communities	26
• Engage minorities/strengthen diversity	24

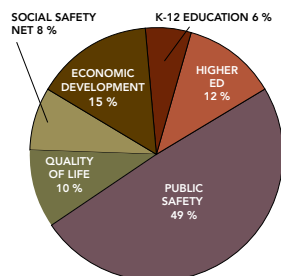
ACTION GROUP CONCLUSIONS: Economy & Quality of Life

More than 500 statewide residents participated in three half-day “Action Groups” from May 2009 to March 2010. Action Groups included briefings by two dozen experts on state budget, tax, education and reform issues. Attendees used digital voting devices to respond to instant polls. Their conclusions on the economic growth strategy of state tax and budget reform...

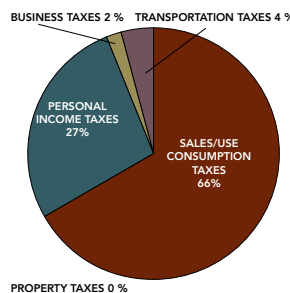
If you increased spending in only one area, which would it be?



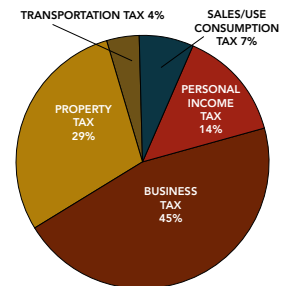
If you decreased spending in only one area, which would it be?



If you increased taxes in only one area, which would it be?



If you decreased taxes in only one area, which would it be?



A Talented, Globally Competitive Workforce

To prosper in the flat world of the 21st century, Michigan must greatly enhance the skills and potential of its people so they can compete with workers around the globe – and win. Affordable and accessible education – from birth and including lifelong learning – is critical to grow, retain, and attract talent.

To achieve that vision, Michigan citizens outline three action steps:

1. CHANGE HOW & WHAT SCHOOLS TEACH

Citizens want an improved K-12 curriculum. Curriculum ideas discussed most often include classes that prepare students for the real world and careers (financial literacy, economics, civics, entrepreneurialism); emphasizing critical thinking and creativity rather than rote learning; greater focus on the arts and languages as well as science, technology, and math; and less teaching to standardized tests. Citizens also want publicly supported learning to begin much sooner in the lives of children. They want an expansion of publicly funded

preschool programs to jumpstart learning in the 0-5 years when brain development is at its peak. In general, the people of Michigan want more out of their schools and educators – more seat time through longer school days and longer school years. And, they want better ways of assessing student progress that go well beyond standardized tests, which many believe do not capture students' skills and talents, especially critical thinking and creativity, and don't fully measure students' ability to thrive in our new economy.

2. TRANSFORM EDUCATION OPERATIONS & FUNDING

Citizens consider education to be a crucial public investment. But they want better return on that investment in the form of more accountable and efficient operations. Citizens want better and stable funding sources at all levels of the public education system: preschool, K-12, community colleges, and universities. They want more equitable funding across school districts. They expect a year's worth of student growth

for every year a student is in school. They want college to be more affordable. And they see consolidation and service sharing as an essential strategy for school districts to stretch budgets and assure maximum investment in classroom learning. If budget cuts are a must, many look first to educator pension and health care costs.

3. HOLD EDUCATORS, PARENTS & STUDENTS TO HIGHER STANDARDS

Citizens want more out of everyone involved in the education of Michigan's children, including themselves. They want to intensify the involvement of parents in kids' education. Specific ways of doing so include training parents to help their children with homework, school projects that require teamwork between parents and children, and expanding the receptiveness of schools to parents' active presence in the classroom. Some even went so far as to require parent

volunteering in schools. They want to raise expectations of students – fewer drop-outs, an end to social promotions, and intensified career planning and community service. And, Michigan citizens want much more from educators, including higher qualifications to enter the field, more training for those already in the classroom, and new methods of accountability – including changes to teacher tenure protections and merit pay for top educators.



COMMUNITY CONVERSATION CONCLUSIONS: Talented Workforce

In 180 Community Conversations from October 2007 to April 2008, 1,800 participants identified “a talented, globally competitive workforce” as a high priority for Michigan’s future. In 400 more Community Conversations from November 2008 to January 2010, another 8,300 participants outlined these specifics...

ACTION NEEDED:

Change How & What Schools Teach

897 MENTIONS

- Improve the K-12 curriculum 326
- Recognize the importance of and invest in pre-K development and education 169
- Expand classroom time by extending school days and school years 102
- Improve student assessments/standardized tests 95
- Offer two tracks for education (college prep and vocational) 94
- Emphasize smaller classes and individual attention 58
- Value arts education 43
- Promote lifelong learning 10

ACTION NEEDED:

Transform Education Operations & Funding

792 MENTIONS

- Improve K-12 and pre-school funding 246
- Make college more affordable & invest in higher education (including community colleges) 160
- Make K-12 funding equitable across districts 111
- Consolidate/encourage collaboration among districts 103
- Deliver health education and social supports to make kids ready to learn 58
- Recognize the importance of extracurricular activities 31
- Identify and implement best practices from schools in Michigan and across the country 27
- Spend more education \$ in the classroom 26
- Increase the number of charter schools 18
- Strengthen high school partnerships with colleges and universities 12

ACTION NEEDED:

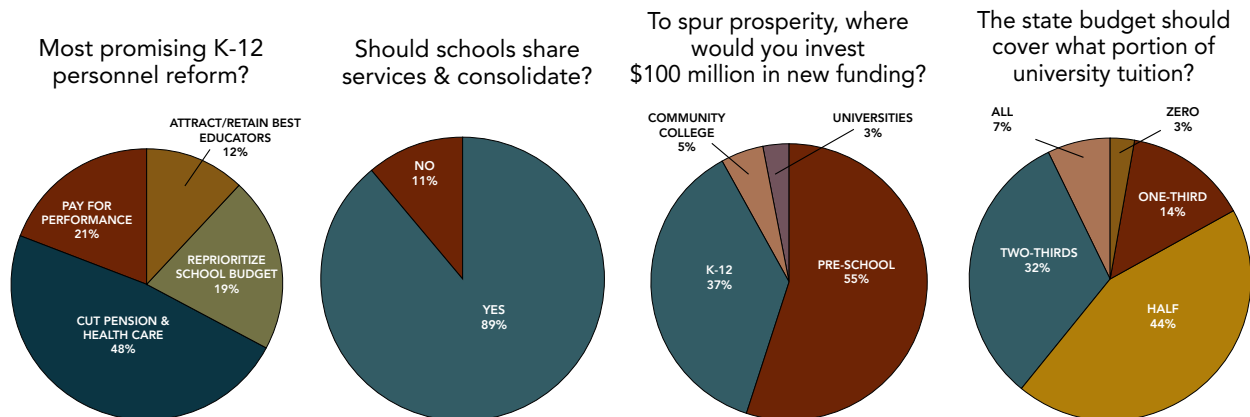
Hold Educators, Parents & Students to Higher Standards

774 MENTIONS

- Intensify involvement of parents in kids’ education 205
- Help all students succeed (drop out rates, social promotions) 117
- Improve teacher training (includes professional development & raising qualifications) 115
- Abolish teacher tenure and demand more teacher accountability 86
- Link education to community service 65
- Offer merit pay to attract and retain the best educators 55
- Raise expectations for students 49
- Improve career counseling 30
- Expand mentoring opportunities 23
- Engage youth 16
- Make school administration and boards accountable 13

ACTION GROUP CONCLUSIONS: Talented Workforce

More than 500 statewide residents participated in three half-day “Action Groups” from May 2009 to March 2010. Action Groups included briefings by two dozen experts on state budget, tax, education and reform issues. Attendees used digital voting devices to respond to instant polls. Their education conclusions...



CITIZENS' AGENDA FOR Effective, Efficient & Accountable Government

For Michigan to maximize the amount of tax dollars devoted to our most distinctive and competitive assets, our public sector must be nimble, thrifty, and accountable. State and local government, schools, and higher education must maximize efficiency to assure sustainable funding for Michigan's most pressing and strategic future needs. Public institutions must better serve people and embrace change.

To achieve that vision, Michigan citizens outline four action steps:

1. HOLD POLITICIANS – AND OURSELVES – MORE ACCOUNTABLE

Citizens want deeper public understanding of Michigan current events and problems and deeper civic engagement in reaching solutions to those problems. Specifically, they propose scorecards on elected officials' voting records and contact with constituents, objective issue guides that lay out policy choices, citizen education on how government works (especially budgets and taxes), and the continuation of Community Conversations and other small-group forums for organized public discussion of critical issues. Likewise, citizens seek elected leaders in Lansing who will be more accountable. They call for greater transparency in

the workings of the Capitol, such as report cards on voting records, bills and budgets presented in easy-to-understand formats, and regular public forums for legislators to interact with constituents. They urge campaign and lobbying reform, such as tighter restrictions on political contributions, shorter campaigns, and limits on negative campaign ads. In general, they want less partisanship and more problem solving and propose a variety of ways to get it, including legislator training, surveying other legislatures for best practices and moving to a part-time or unicameral legislature.

2. EXTEND OR REPEAL TERM LIMITS

Michigan citizens want to address the negative impacts of the six-year term limits in the Michigan House and eight-year term limits in the Michigan Senate approved in 1992. Community Conversation participants advocated the lengthening or repeal of term limits far more than any other

single, concrete reform idea. They said they were motivated by the Michigan Legislature's intense partisanship, lack of problem solving, lack of experience, leadership, and trust, and its revolving-door atmosphere.

3. DEVELOP & EXECUTE TRANSPARENT & STRATEGIC BUDGETS

Michigan citizens express puzzlement and deep frustration at Michigan's annual state budget crises. Many view the process as a muddy wrestle between interest groups with long-time claims on funds rather than a rational public investment strategy. Citizens insist that the governor and legislature pass balanced budgets on time – budgets that

outline and explain clear, strategic priorities and clear intended outcomes. In terms of individual budget reforms, reductions in prison spending are mentioned most often along with scrutiny of pay and fringe benefits for legislators and government workers.

4. INTENSIFY CONSOLIDATION & SERVICE SHARING IN LOCAL GOVERNMENT

To stretch limited funds as far as possible, Michigan citizens want much greater levels of regional cooperation among neighboring cities, suburbs, townships and county

governments. They are generally supportive of combining such services as neighboring police and fire departments and public works operations.



COMMUNITY CONVERSATION CONCLUSIONS: Accountable Government

More than 8,300 people from across Michigan participated in two-hour Community Conversations between November 2008 and January 2010. They offered more than 8,700 “action step” ideas to move Michigan forward. Their good-government ideas...

ACTION NEEDED:

Hold Politicians – and Ourselves – More Accountable

1113 MENTIONS

- Educate citizens & encourage civic engagement 296
- Make legislators accountable & government more transparent 288
- Reform political campaigns and lobbying 190
- Reduce partisanship through legislative reforms (unicameral/nonpartisan legislature, legislator training, best practices) 157
- Establish a part-time legislature 97
- Educate and engage youth in citizenship 64
- Hold a Constitutional Convention 11
- Don't change term limits 10

ACTION NEEDED:

Develop and Execute Transparent and Strategic Budgets

481 MENTIONS

- Pass annual balanced budgets with transparent, strategic priorities and clear intended outcomes 237
- Cut pay/benefits for legislators/public employees 120
- Reduce corrections spending 74
- Cut the budget/shrink government 50

ACTION NEEDED:

Lengthen or Repeal Term Limits

543 MENTIONS

ACTION NEEDED:

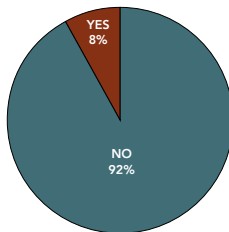
Intensify Consolidation & Service Sharing in Local Government

239 MENTIONS

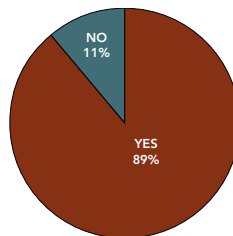
ACTION GROUP CONCLUSIONS: Accountable Government

More than 500 statewide residents participated in three half-day “Action Groups” from May 2009 to March 2010. Action Groups included briefings by two dozen experts on state budget, tax, education and reform issues. Attendees used digital voting devices to respond to instant polls. Their conclusions about government...

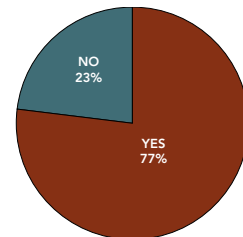
Does Michigan have its budget priorities in order?



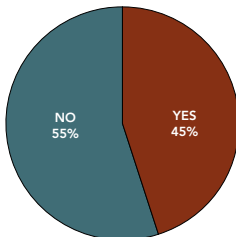
Should Michigan intensify government consolidation and service sharing?



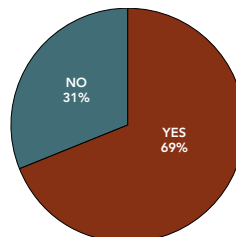
Should Michigan incentivize collaboration/consolidation of local governments?



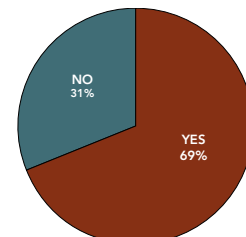
Should state and local governments pursue further wage cuts and layoffs?



Should state and local governments tighten eligibility for pensions/retirement systems?



Should state and local governments increase health care co-pays for workers?



5 Ways You Can Make a Difference NOW

1. PASS ON THE MDM CITIZENS' AGENDA

More than 10,000 diverse state residents have contributed to the citizens' agenda in this book. Now let's all expand this conversation exponentially! Use our pass-it-on tool at www.thecenterformichigan.net to share the agenda with Facebook

friends, make printouts, or order additional print copies to share with friends, family, co-workers, and neighbors. By passing it on, you help elevate the citizens' common ground issues in this very important election year.

2. SIGN 3 SPECIFIC REFORM PETITIONS ONLINE

You can help pinpoint the key policy issues for new statewide leaders to work on once they're elected in November. Log on to our website at thecenterformichigan.net. In less than five minutes, you can sign - and pass on - online petitions supporting:

- Overhaul of Michigan's state tax and budget system.
- A resolution calling for Michigan to spend more on universities than prisons.
- Repeal or lengthen legislative term limits.

3. JOIN THE TRUTH SQUAD

The political parties are gearing up for another year of media shenanigans and we're gearing up to call them out – Democrat, Republican, and independent alike. You can help! Send us the campaign fliers you receive in your mailbox and email us about the ads you see on TV and hear on the radio.

We're even paying bounties for the worst ads you bring to us. With your help from summer through November we'll call out and correct campaign claims that don't pass muster. Join the Campaign Truth Squad – and read the updates every day at www.michigantruthsquad.com

4. HOST A "GREAT DEBATES" VIEWING PARTY

The Center for Michigan and 19 other business, education, labor, and nonprofit organizations are hosting Great Debates 2010 – a statewide network seeking to televise more than 50 gubernatorial and legislative debates this year. Watch the debates on your local public television affiliate or on-demand online at MiVote.org or thecenterformichigan.net. Host a

debate party and send a one-page email to greatdebates@thecenterformichigan.net describing the thoughtful, post-debate conclusions of your party guests. The first 50 Great Debates party hosts will receive \$20 from the Center for Michigan to help cover the cost of your party.

5. STAY INFORMED WITH THE CENTER FOR MICHIGAN eNEWSLETTER

Join the more than 10,000 online readers who get the news in their email in-boxes every Thursday morning. Written by award-winning veteran journalists, "Fresh Thoughts" features in-depth special reports on the Michigan economy, future-oriented public policy and reforms, state budget

analysis, and "success stories" profiling how individuals, businesses, and communities are thriving despite the challenging statewide economic climate. **Subscribe and pass it on at thecenterformichigan.net.**





citizens' 2010

To-Do

List

- SPREAD THE MDM CITIZENS' AGENDA
- SIGN AN ONLINE REFORM PETITION
- JOIN THE TRUTH SQUAD
- HOLD A "GREAT DEBATES" VIEWING PARTY
- STAY INFORMED WITH THE CENTER FOR MICHIGAN eNEWSLETTER

TRANSFORM MICHIGAN!!!



2010 Michigan Scorecard



The Michigan Scorecard benchmarks the state's performance on measures citizens deem most important for the state's transformation to a new era of prosperity. The 2010 Michigan Scorecard published below and online is produced in partnership with Data Driven Detroit. Led by expert Michigan demographer Kurt Metzger, Data Driven Detroit gathers and disseminates data to those working to create positive change in the City of Detroit and the Detroit Metropolitan Area. This Scorecard is based on the latest available public statistics as of the end of 2009. Sunny icons indicate "good" performance in comparison to other states and regions. Partly cloudy icons indicate "average" performance. Stormy icons represent "poor" performance. The scorecard generally tracks how well the state is executing on the Michigan's Defining Moment citizens' agenda.

Details – including in-depth rankings and spreadsheets – are available online at thecenterformichigan.net/blog/scorecard_for_2010/

TALENT & EDUCATION MEASURES



K-12 INVESTMENT: Downgraded from "good" in '08. Michigan offers competitive compensation for educators, but is dropping in national ranking of per-pupil expenditures.



STUDENT PERFORMANCE: Unchanged from "poor" in '08. Statewide students show improved reading and math scores – though math improvements still did not keep pace with improvements nationwide.



HIGH SCHOOL COMPLETION: Downgraded from "good" in '08. Despite slight improvement in overall graduation rate, Michigan dropped from 16th to 21st nationally in the percent of population aged 25 or over with a high school degree.



YOUNG TALENT: Unchanged from "average" in '08. Michigan is losing population across all age groups, but it's losing older residents much faster than it is losing young adults.



HIGHER EDUCATION INVESTMENT: Unchanged from "poor" in '08. Michigan ranks in the bottom 10 among the states in terms of public support per student.



COLLEGE AFFORDABILITY: Unchanged from "poor" in '08. Rising costs. Rising loan amounts.



COLLEGE COMPLETION: Unchanged from "poor" in '08. Thirty-four states have a higher proportion of college grads.

ECONOMY & QUALITY OF LIFE



PERSONAL INCOME: Unchanged from "poor" in 2008. Michigan is the only state to experience stagnating wages over the full first decade of the 21st century.



EMPLOYMENT: Unchanged from "poor" in '08. Michigan has been at or near the bottom among the states in overall employment for several years. Change is not coming fast.



BUSINESS TAX BURDEN: Unchanged from "average" in '08. "17th Best in the Country" won't make anyone's list of best billboard slogans, but Michigan's business tax ranking is up 11 spots since 2006.



ECONOMIC TRANSFORMATION: Unchanged from "good" in '08. Michigan ranks in the top 15 states for knowledge economy and creative economy jobs and establishments.

**RESEARCH & DEVELOPMENT:**

Downgraded from "good" in '08. Michigan recently dropped out of the top ten states for R & D expenditures at colleges and universities and in state agency expenditures on R & D.

**EXPORTS:**

Measured for the first time in '10 as "average." Michigan ranks eighth in the country but that's down from sixth a couple years ago and exports from other states are growing much faster.

**VENTURE CAPITAL:**

Unchanged from "average" in '08. Total value of VC investment more than doubled between 2006 and 2008 in Michigan as the state rose four slots to 25th in total VC investment.

**POPULATION TRENDS:**

Unchanged from "poor" in '08. Latest available figures put Michigan dead last in the nation in total population growth.

**POVERTY:**

Unchanged from "poor" in '08. No neighboring Great Lakes state has more people in poverty.

**PUBLIC SAFETY:**

Upgraded from "poor" in '08. Michigan remains more dangerous than many other states, but moved up six slots, to 35th in overall violent crime rate.

**PUBLIC HEALTH:**

Unchanged from "average" in '08. Michigan ranks high for insurance coverage and is improving on obesity and smoking ratings. Infant mortality is a major concern.

**HOME OWNERSHIP:**

Unchanged from "good" in '08. The national financial crisis hurts here, but Michigan still has the fourth highest homeownership rates in the country – at least for now.

**PHILANTHROPY:**

Unchanged from "good" in 2008. Michigan volunteers are giving more of their time and the state's great foundations have increased investments in local communities.

**ENVIRONMENT:**

Downgraded from "average" in '08. Renewable energy use is down and pollution is up.

**ARTS & CULTURE:**

Unchanged from "poor" in '08. Slight improvement in federal arts grants offset by decline in state arts grants.

**INFRASTRUCTURE:**

Unchanged from "poor" in '08. Among Great Lakes states, only Pennsylvania's road and bridge conditions are rated lower.

EFFECTIVE, EFFICIENT & ACCOUNTABLE GOVERNMENT

**POLITICAL LEADERSHIP:**

Unchanged from "poor" in '08. Poll respondents give consistently low ratings to the governor and the legislature.

**GOVERNMENT EFFICIENCY:**

Unchanged from "good" in '08. Michigan has fewer state and local government workers per capita than every other state but Nevada.

**STATE BOND RATINGS:**

Polled for the first time in '10 as "poor." A majority of states have better marks from all three ratings agencies.

**VOTER PARTICIPATION:**

Unchanged from "good" in '08. We are experiencing the highest election turnouts in a generation.

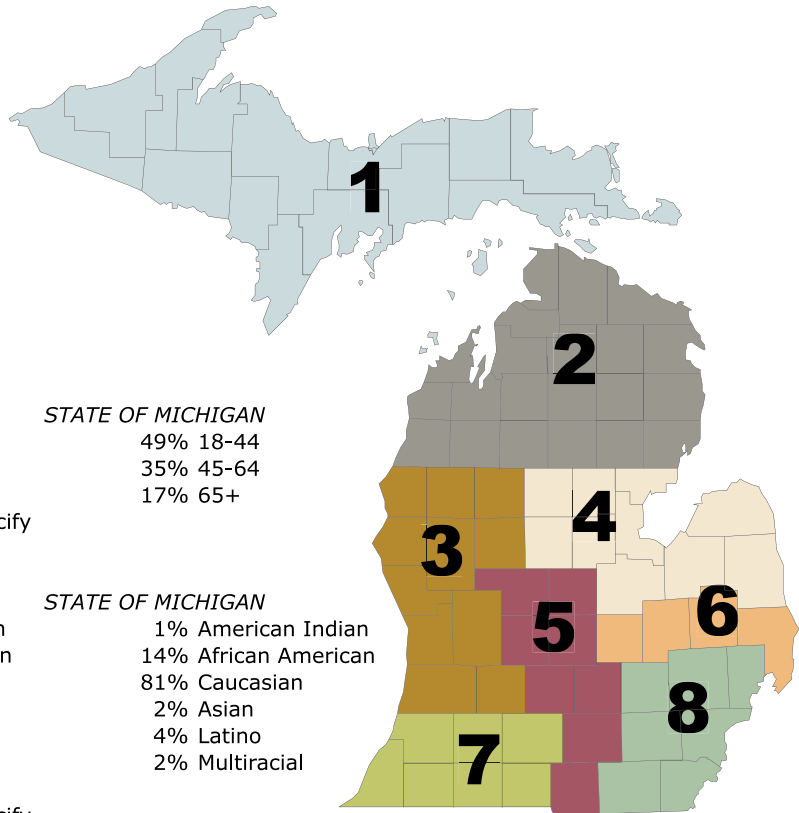
**EFFICIENCY IN GOVERNMENT PAY:**

Upgraded from "poor" in '08. Michigan is beginning to lose its reputation for high public sector pay, having dropped from sixth to 13th in government pay in just two years.

**BURDEN OF INCARCERATION:**

Upgraded from "poor" in '08. Michigan cut its expensive prison population by more than 10 percent in three years.

MDM Map & Demographics



AGE DEMOGRAPHICS

COMMUNITY CONVERSATION PARTICIPANTS	STATE OF MICHIGAN
43% 18-44	49% 18-44
44% 45-64	35% 45-64
13% 65+	17% 65+
1% Declined to specify	

RACE DEMOGRAPHICS

COMMUNITY CONVERSATION PARTICIPANTS	STATE OF MICHIGAN
1% American Indian	1% American Indian
12% African American	14% African American
78% Caucasian	81% Caucasian
1% Asian	2% Asian
3% Latino	4% Latino
1% Multiracial	2% Multiracial
2% Other	
1% Declined to specify	

REGION	CONVERSATION	% OF ALL CONVERSATIONS	PARTICIPANTS	% OF ALL PARTICIPANTS	2008 POPULATION	% OF STATE POPULATION
1 Upper Peninsula	17	3%	198	2%	308,319	3%
2 N. Lower Peninsula	35	6%	498	5%	507,722	5%
3 Western	83	14%	1521	15%	1,392,569	14%
4 East Central	33	6%	754	7%	662,232	7%
5 Central	74	13%	1066	11%	829,476	8%
6 Flint	34	6%	550	5%	759,439	8%
7 Southwestern	56	10%	1102	11%	777,198	8%
8 Southeastern	253	43%	4434	44%	4,766,467	48%
TOTAL	585	100%	10,123	100%	10,003,422	

(NOTE: An additional 385 people participated by filling out online surveys which replicated the polling and discussion questions posed in the in-person Community Conversations. So, total participation in the Michigan's Defining Moment Community Conversations was 10,508. Demographic information was not collected for the online participants.)

List of all 585 conversation dates and locations are available at thecenterformichigan.net/blog/wp-content/uploads/2010/04/mdm_cc_list.xls

MDM Methodology

The Center for Michigan, a nonprofit “think-and-do tank,” set out in 2007 on an audacious task – build a diverse network of 10,000 concerned citizens across the state who would volunteer several hours of time each to consider Michigan’s problems and brainstorm “common ground” solutions to help guide the state to a new era of prosperity.

Here’s a detailed review of how we accomplished those goals...

ROUND 1 COMMUNITY CONVERSATIONS: Finding Common Ground

In the spring of 2007, the Center for Michigan (CFM) and Public Sector Consultants, Inc. (PSC) recruited a diverse group of more than 100 statewide leaders in the private, public, and nonprofit sectors to serve as “founding champions” of the Michigan’s Defining Moment Public Engagement Campaign. (Their names are listed on the letterhead on the opening page of this book.)

With the organizing help of the founding champions and support from statewide media coverage, CFM and PSC launched a series of “Community Conversations” in fall 2007.

From the start, we differentiated this citizen engagement work from routine public opinion polls – we sought, and obtained, thoughtful deliberation rather than knee-jerk reaction to canned questions asked in cold calls. CFM and PSC developed this public engagement device after studying organizations such as Public Agenda and America Speaks with national reputations as leaders in “deliberative democracy” programs. Likewise, we learned and adapted from PSC’s efforts to lead a smaller set of locally focused public meetings for the Detroit Regional Chamber of Commerce in 2006.

Groups of 8-15 people participated in Community Conversations between October and December 2007 – 98 in all. Participants either attended public meetings advertised in the media or were recruited to meetings organized by the founding champions. Participants deliberated for roughly two hours in each meeting. Discussion notes were tabulated by trained scribes and the results were databased by PSC. Through discussion, flip charts, and hand voting, participants identified three basic principles for Michigan’s future and nine strategies to implement those principles.

The principles:

- A talented, globally competitive workforce.
- A vibrant economy and great quality of life.
- Effective, efficient, and accountable government.

The strategies:

- Dramatically improve overall learning and completion rates from early childhood to K-12 to higher education.
- Assure affordable access to lifelong learning.
- Reinvigorate and diversify our economy by forging unique niches that draw on established and emerging assets.
- Greatly boost economic development by growing an entrepreneurial culture and ensuring a competitive tax structure.
- Rejuvenate communities to assure they have the amenities, culture and diversity to develop, attract and retain talented people while also effectively managing the size and cost of infrastructure.
- Rebrand Michigan as a vibrant “North Coast.”
- Increase political accountability and bipartisanship. Possible approaches to do so included lengthened term limits, a unicameral or part-time legislature, campaign finance reform, and redistricting.
- Establish a new “public purse” – a tightly focused, long-term, sustainable taxing and spending strategy for state government.
- Increase collaboration and service sharing among Michigan’s hundreds of school districts and local government units.

(Full Round One vote totals are detailed on pages 26-27 of “Michigan’s Defining Moment: A Common Ground Agenda for Michigan’s Transformation,” published by CFM in May 2008 and available online at www.thecenterformichigan.net/blog/wp-content/uploads/2008/05/common-ground-agenda-for-michigans-transformation.pdf)

ROUND 2 COMMUNITY CONVERSATIONS: Outlining Action Steps

Participants in Round 1 were asked to gather for a second “Community Conversation” between February and April 2008. There were 79 “Round 2” conversations involving 8-15 people each. The purpose of Round 2 was go deeper and develop ideas for concrete action steps to implement the three principles outlined in Round 1.

Altogether, 1,800 people participated in Rounds 1-2, including 350 who participated by filling out detailed online surveys consistent with the questions and discussion topics of the in-person meetings. (Detailed age, race, and geographic breakdowns of all Community Conversation participants are on pages 14 of this book.)

MDM Methodology continued

In Round 2, trained scribes asked participants to pick the three most essential strategies of the nine strategies outline in Round 1. Participants were then asked to offer essential, concrete, and doable actions for moving each of the three strategies forward. This process identified wide support for more than two specific dozen action steps. (Details are found on pages 8-13 and 28-29 of “Michigan’s Defining Moment: A Common Ground Agenda for Michigan’s Transformation,” published by CFM in May 2008 and available online at <http://www.thecenterformichigan.net/blog/wp-content/uploads/2008/05/common-ground-agenda-for-michigans-transformation.pdf>).

ROUND 3: Expanding Conversations & Prioritizing Action

A greatly expanded third round of Community Conversations took place from November 2008 through January 2010. This third round included 8,323 demographically representative state residents in 408 Community Conversations.

The Round 3 Conversations sought to:

- Test and challenge the Round 1-2 conclusions with an ever-wider and more diverse network of Michigan residents.
- Narrow the more than two dozen action steps identified in Rounds 1-2 into a short but detailed, and prioritized, agenda that could be clearly acted upon by political, business, nonprofit, education, and other community leaders across the state.
- Formalize the action agenda so that it could frame citizen concerns in prominent and compelling ways during the statewide discussion and debate in the 2010 elections for governor and legislature.

To assure demographic representation and full participation statewide, CFM and PSC deployed a network of more than one dozen trained, diverse, regionally based outreach consultants to: 1) recruit diverse conveners in local communities to host Community Conversations; 2) assist conveners in recruiting local participants through the use of email invitations and community and media announcements; 3) frame discussion in the conversations; 4) record the results of the conversations using digital voting devices with databased results and hand-written notes to capture the nuance of discussion.

The CFM and PSC outreach consultants invited hundreds of organizations to hold community conversations. Prospect lists were developed from directories of statewide professional organizations, nonprofit groups, educational institutions, student groups, block clubs, labor unions, and service clubs,

among others. Conveners included chambers of commerce, local networks of entrepreneurs, service and social justice organizations, union locals, student councils at schools and universities, organizations of young professionals, neighborhood groups, statewide conferences of nonprofit and trade organizations, community foundations, and many others.

Conversations were held in every corner of the state in convention centers, bars and restaurants, places of worship, school classrooms, personal residences, corporate board rooms, community centers, and even in the Grand Hotel on Mackinac Island.

Each Round 3 Community Conversation followed a standard protocol for recording and reporting the comments to assure that the individual conversations could be databased and combined into a cogent statewide agenda.

The actual community conversation worked this way...

After the facilitator opened the conversation by showing a five-minute video overview of the Michigan’s Defining Moment public engagement campaign, participants introduced themselves and stated the one thing they most want to see happen in Michigan’s future. To break the ice, they then took a short quiz (“The Michigan Game”) that offered an engaging introduction to the issues to be discussed in the balance of the conversation.

The facilitator next briefly summarized the nine essential strategies to transform our state that emerged from the first round of community conversations. Participants followed along in the accompanying MDM agenda booklet, the report of the first round of community conversations.

Using electronic polling devices (clickers), each participant voted for the one strategy (out of nine) that s/he believed required the most urgent action across Michigan. Responses were displayed on a screen at the front of the room. Participants then spent 20 minutes offering concrete, achievable action steps that Michigan should take to implement the strategy that received the most votes. The outreach consultant wrote down all of these comments. The voting process was then repeated and a second most urgent strategy was chosen from the eight remaining choices. Participants spent another 20 minutes offering actions steps toward implementing the second most urgent strategy.

After the discussion of the two most urgent strategies, participants voted again using the clickers on the strategy that is working most successfully in their own community. The strategy receiving the most votes was then the subject of

conversation for twenty minutes, with the facilitator inviting participants to detail their success stories, explaining the efforts themselves and the reasons behind their flourishing.

Those votes resulted in the following prioritization of most important strategies for Michigan's future (*see tables below*).

NOTE: This tally does not add up to the full 10,123 people who participated in Community Conversations because: (a) roughly 5 percent of participants did not vote on every question; (b) due to over-capacity attendance, roughly 5 percent of participants shared digital voting devices; and, (c) the 1,800 participants from rounds 1 and 2 are not included in the vote totals immediately below.

To formulate the citizens common ground agenda fully outlined on pages 4-9 of this book, PSC and MDM used

the tallies above as well as the databased "action step" comments which came in the discussion after the voting.

At the conclusion of each conversation, participants were invited to get involved in other Michigan's Defining Moment campaign activities (meetings with legislators, town hall meeting participation, and others) and to offer a one-phrase reply to this question: "If your local legislators were here today, what is the one thing you would ask them to do?" We received many answers, some of which are on page 23.

To reflect the richness of the discussion, the MDM project team organized and tallied by theme the responses from every community conversation. This report captures the perspectives voiced most often by 10,123 community conversation participants on the strategies, action steps, and success stories.

MOST SUCCESSFUL STRATEGY

Quality of Place	2510
Pre-K - 16 Education	890
Entrepreneurialism	628
Lifelong Learning	607
Government Collaboration & Service Sharing	484
Economic Development & Diversification	458
Rebranding Michigan as "The North Coast"	279
Accountable & Bipartisan Leadership	191
Clear Taxing & Spending Priorities	143
TOTAL	6190

MOST URGENT STRATEGY	MOST URGENT	2ND MOST URGENT	TOTAL
Economic Development & Diversification	2194	1024	3218
Pre-K - 16 Education	1283	1142	2425
Clear Taxing & Spending Priorities	950	163	2113
Accountable & Bipartisan Leadership	976	1023	1999
Government Collaboration & Service Sharing	369	515	884
Entrepreneurialism	406	453	859
Lifelong Learning	244	465	709
Rebranding Michigan as "The North Coast"	181	328	509
TOTAL	6873	6446	

Center for Michigan Publications

eNEWSLETTER

Join the more than 10,000 online subscribers who get the news in their email inboxes every Thursday morning. Written by award-winning veteran journalists, “Fresh Thoughts” features in-depth special reports on the Michigan economy, future-oriented public policy and reforms, state budget analysis, and “success stories” profiling how individuals, businesses, and communities are thriving despite the challenging statewide economic climate. Subscribe at www.thecenterformichigan.net.

CAMPAIGN TRUTH SQUAD

Join in the fun in 2010 as our crack team of journalists calls foul on inaccurate, misleading, and hyper-partisan political campaigns. The political parties are gearing up for another year of media shenanigans and we’re gearing up to call them out – Democrat, Republican, and independent alike. You can help! Send us the campaign fliers you receive in your mailbox and email us about the ads you see on TV and hear on the radio. We’re even paying bounties for the worst ads you bring to us. From July through November we’ll call out and correct the campaign claims that don’t pass muster. Join the Campaign Truth Squad – and read the updates every day at www.michigantruthsquad.com.

MDM “10,000 VOICES” REPORT

Download additional copies of this report at www.thecenterformichigan.net and share it with your friends, co-workers, and neighbors.

MICHIGAN SUCCESS: Stories Of Transformation & Change

Stories about victory and endurance are often relegated to the sports page. “Michigan Success” includes more than one dozen of the most inspirational profiles to appear in the Center’s weekly e-newsletter. And it concludes with Phil Power’s priceless family cherry pie recipe. Download or order a copy at www.thecenterformichigan.net.

GREAT DEBATES CANDIDATE ISSUE GUIDE

The Center for Michigan and 19 other business, labor, education and nonprofit interest groups will sponsor three gubernatorial debates and up to 50 legislative debates airing on statewide public television and online throughout the 2010 campaign season. This guide lists the top policy issues of all 20 Great Debates sponsors and provides a sneak peak at the kinds of issues candidates will be asked in the debates and everywhere else they go on the campaign trail. Download or order a copy at www.thecenterformichigan.net/blog/the-great-debates/.



MDM EDUCATION ISSUE GUIDE

Quickly get caught up on the big-picture issues in Michigan education, including the value of public pre-school, curriculum and personnel reform debates in K-12 schools, and the affordability challenges in higher education. See how Michigan stacks up to other states on these and other education issues. Download a copy at www.thecenterformichigan.net.

MDM TAX & BUDGET ISSUE GUIDE

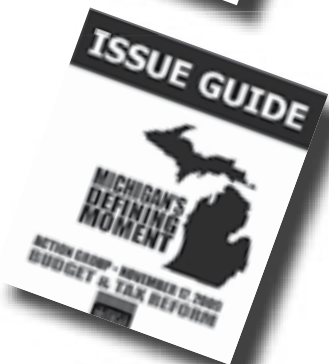
Get everything you need to know about the “public purse” in the time it takes to drink a couple cups of weekend coffee. How and why we tax. And how and how much we spend. Download a copy at www.thecenterformichigan.net.

MDM REFORM ISSUE GUIDE

Get the pros and cons on more than \$1.5 billion in tough, but possible, reform choices for state government. Download a copy at www.thecenterformichigan.net.

SCHOOL DAZE: Michigan’s Shrinking School Year

Read the report that changed state law. The Center’s journalists found that 40 percent of Michigan school districts offered fewer than 160 days of instruction in the 2007-08 school year – that’s four weeks less than the informal national standard of 180 days. After publication of this report, the State Board of Education called for immediate reforms and the Legislature eventually passed new rules requiring districts to stop shrinking their school calendars. See how every district in the state stacked up – and watch for updates of this report soon. Download a copy at www.thecenterformichigan.net.



The Center for Michigan's Future Work

From its founding in late 2005, The Center for Michigan has sought to strengthen the voices of citizens and strengthen the connection between everyday Michigan residents and their political leadership.

There is much more to be done. It will take years for Michigan to transition to a new era of prosperity and fix its dysfunctional political culture. Along the way, The Center for Michigan will be there to help maximize state residents' ability to influence Michigan's future.

The people of Michigan do not have a lobbyist. Michigan needs to gather public opinion and express public will in a way that benefits the public rather than politicians or the single interests. Michigan needs somebody to provide a means for citizens to deliberate thoughtfully the challenges to our state's future. Michigan needs somebody to concentrate and amplify the people's voice in the halls of power.

The people of Michigan suffer from a growing information vacuum. Our traditional newspapers and television news are diminished. Blogs and political party PR machines too often produce hyper-partisan spin rather than objective, balanced, in-depth explanation of difficult policy choices. In this environment, it is too easy for too many tough questions to go unasked and too many important stories to go unreported. Our democracy demands an iron core of dependable information and solutions-oriented coverage of public affairs.

The people of Michigan need The Center for Michigan to be an enduring institution working daily to engage and inform citizens, to amplify their voices and find common ground policy solutions. Our work plan over the next 15 years stresses three main kinds of public service:

1. ENGAGE

Engaging and educating citizens in the key public issues of our time through community conversations, large town hall events, polling and online resources. The key issues include the future prosperity of the economy, attracting and retaining talented people, and assuring that our citizens are served by an efficient, effective and accountable government at all levels.

2. REPORT

In-depth public reporting, research and publications to help fill the growing civic information vacuum caused by the decline of traditional journalism. The iron core of a working democratic society is a well-informed public; the work of The Center will buttress this essential precondition.

3. LEAD

Leading reform and achieving change through coalition building and bipartisan solutions brokering in our state capitol. The Center will function as an honest broker, forging common ground, common sense solutions to Michigan's problems that have festered over years of bickering.



Photo by Christina

Credits

CENTER FOR MICHIGAN STAFF:

Phil Power (President), Kathy Power (Vice President), John Bebow (Executive Director), AJ Jones (Project Manager), Nancy Short (Outreach Coordinator)

MDM CAMPAIGN ADVISORS:

Pat Harrington, Peter Pratt, Craig Ruff, Bill Rustem, Ken Sikkema, Jan Urban-Lurain, and Suzanne Miel-Uken with evaluation by Julia Coffman

PROJECT MANAGEMENT:

John Bebow, Peter Pratt, AJ Jones, and Laura Braun

COMMUNITY CONVERSATION CONSULTANTS:

Alan Barr, Berg-Muirhead Public Relations, Laura Braun, Edie Clark, Desiree Cooper, Susan Demas, Mary Anne Ford, Mike Holaday, Kimberly Consulting Inc., Jacqueline LaFay, Lam & Associates Public Relations, Martin-Waymire Advocacy Communications, Amanda Menzies, Suzanne Miel-Uken, Kizzi Montgomery, Jane Powers, Nancy Short, Steve Smucker, Paul Smyth, Khadija Swims, Ken Visser, Craig Wiles, Guy Williams, and Susan Wright.

PUBLICATIONS:

Written and edited by John Bebow and Peter Pratt. Graphic design by AJ Jones.

PHOTOS:

Many of the photos in this report were first posted at the “Michigan Photos” group at flickr.com. Nearly 500 volunteer photographers have contributed nearly 16,000 Michigan images to the site.



Thank You to Our Investors

The Michigan's Defining Moment Public Engagement Campaign is made possible through generous financial contributions by Michigan-based charitable foundations, corporations, and individuals. The "MDM" movement has grown through the equally generous contributions of time and thought by more than 100 "Founding Champions" who launched the campaign, more than 500 conveners of Community Conversations, and the more than 10,000 statewide participants in those community meetings. The Founding Champions are listed on the letterhead on the opening page of this book. Financial investors are listed below.

FOUNDATION INVESTORS

The Bandstra Foundation
The Don Cameron Family Foundation
Consumers Energy Foundation
DTE Energy Foundation
The Frey Foundation
The Gilmour Fund
The Herbert H. & Grace A. Dow Foundation
The Hudson-Webber Foundation

The Philip S. and Dale E. Jones Family Fund
The W.K. Kellogg Foundation
The Kresge Foundation
The Charles Stewart Mott Foundation
The Porter Family Foundation
The Power Foundation
The Ronda E. Stryker & William D. Johnston Foundation
The Van Dusen Family Fund

BUSINESS INVESTORS

Alticor, Inc.
AT&T Michigan
Blue Cross Blue Shield of Michigan
Davenport University
Domino's Pizza
Meijer Corporation
Stryker Corporation

INDIVIDUAL INVESTORS

David Arend
James & Donna Brooks
Steve Dobson
Linda French
James Gregart
James Jacob
Michele Hodges

David Hollister
Michael & Susan Jandernoa
William Parfet
Phil Roos
Theodore St. Antoine
Marilyn & Lawrence Schlack



PARTING SHOTS:

What Citizens Tell Their Legislators

"If your legislators were here today, what would you say to them?" We posed that question in Community Conversations across the state. A sampling of many passionate responses...

"How are YOU going to retain US?"

"Listen in a bipartisan way or nothing will happen...

Represent your constituents
and not your party... Get along and
put Michigan first."

"Please work 100 percent of your time
to help us turn the corner to
a prosperous Michigan."

"Return my phone call."

"Get rid of the pre-ordained spending
in the general fund and
start from scratch with the budget."

"Search out ways to hear those
who can't speak for themselves."

"Take a longer view of issues and solutions."

"What are you doing to make
Michigan a better place?"

"Let's have a rational debate about taxes."

"How have you helped me this year?"

"What does it mean to adequately educate
a child in the 21st Century?
Figure it out and fund it."

"Be bold. Take risks."

"Be accountable. We're watching."

"Read the input from the
Community Conversations."



Photo by MI Bob



2010 Citizens' Agenda At-A-Glance

THREE PRINCIPLES FOR MICHIGAN'S FUTURE PROSPERITY:

1. Economic Growth & Quality of Life
2. A Talented, Globally Competitive Workforce
3. Efficient, Effective & Accountable Government

TEN-POINT ACTION PLAN TO GET THERE:

1. Create a More Business Friendly, Entrepreneurial Environment
2. Overhaul the Michigan Tax System for the 21st Century
3. Build on Michigan's Distinctive & Competitive Assets
4. Change How & What Schools Teach
5. Transform Education Operations & Funding
6. Hold Educators, Parents & Students to Higher Standards
7. Hold Politicians – and Our Citizen Selves – More Accountable
8. Extend or Repeal Term Limits
9. Execute Transparent & Strategic State Budgets
10. Intensify Consolodation & Service Sharing in Local Government

FIVE WAYS YOU CAN HELP MICHIGAN TODAY:

1. Pass it on! Forward this MDM report to friends, family and co-workers.
2. Sign an Online Petition. Push for reforms at www.thecenterformichigan.net.
3. Join the Campaign Truth Squad. Win a bounty by calling foul on out-of-bounds political advertisements at www.michigantruthsquad.com.
4. Host a "Great Debates" Party: Watch dozens of statewide debates for the Michigan Legislature and governor.
5. Stay Informed: Understand your state with easy-to-read citizen reports and get weekly analysis and news with our e-newsletter.

WHO WE ARE:

- 10,500** statewide citizens
- 585** Community Conversations
- 100** Founding Champions
- Three dozen** philanthropic, corporate, and individual investors
- ONE** bipartisan, common ground agenda for Michigan

CONTACT US:

734-769-4625 phone | 734-769-4703 fax
info@thecenterformichigan.net | www.thecenterformichigan.net
 4100 North Dixboro Road | Ann Arbor, MI 48105-9725

MICHIGAN SCORECARD:

Where we are on key measures

- K-12 INVESTMENT
- STUDENT PERFORMANCE
- HIGH SCHOOL COMPLETION
- YOUNG TALENT
- HIGHER ED INVESTMENT
- COLLEGE AFFORDABILITY
- COLLEGE COMPLETION
- PERSONAL INCOME
- EMPLOYMENT
- BUSINESS TAX BURDEN
- ECONOMIC TRANSFORMATION
- RESEARCH & DEVELOPMENT
- EXPORTS
- VENTURE CAPITAL
- POPULATION TRENDS
- POVERTY
- PUBLIC SAFETY
- PUBLIC HEALTH
- HOME OWNERSHIP
- PHILANTHROPY
- ENVIRONMENT
- ARTS & CULTURE
- INFRASTRUCTURE
- POLITICAL LEADERSHIP
- GOVERNMENT EFFICIENCY
- STATE BOND RATINGS
- VOTER PARTICIPATION
- EFFICIENCY IN GOVERNMENT PAY
- BURDEN OF INCARCERATION

“**N**ever doubt that a small group of thoughtful,
committed citizens can change the world.
Indeed, it is the only thing that ever has.”

Margaret Mead, anthropologist



Engage | Report | Lead

4100 North Dixboro Road
Ann Arbor, MI 48105

734.769.4625

www.thecenterformichigan.net
info@thecenterformichigan.net