

Report To The Provost

“ Improving Public Policy in Southeastern North Carolina: The Feasibility of Developing a Center for Regional Engagement at UNCW ”

February 2, 2007 Conference

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I. Conference Program, February 2, 2007

Introductions and Welcomes:

Paul Hosier, Provost

Stephen Demski, Vice Chancellor for Public Service and Continuing Studies

Robert Roer, Dean, Graduate School and Research

Moderator:

Milan Dluhy, Professor of Public Administration, Department of Public and International Affairs

Presenters and Rappateurs:

- *Claudia Coulton, Co-Director, Center on Urban Poverty and Social Change, Case Western University, Presenter.*
- *Tom Barth, Chair and MPA Coordinator, Department of Public and International Affairs, UNCW, Rappateur.*
- *Al Delia, President and CEO, North Carolina's Eastern Region, formerly Associate Vice Chancellor for Research, Economic Development and Community Engagement, Eastern Carolina University, Presenter.*
- *Steve Demski, Vice Chancellor for Public Service, UNCW, Rappateur.*
- *Andy Felts, Director, The Joseph P. Riley. Institute of Public Policy, College of Charleston, Presenter.*
- *Bruce Gale, Director, Urban Studies Institute, University of Louisville, Presenter.*
- *Bruce Kuniholm, Director, Terry Stanford Institute of Public Policy, Duke University, Presenter.*
- *James Leutze, Chancellor Emeritus and Professor, UNCW, Rappateur.*
- *William Rohe, Executive Director, Center for Urban and Regional Studies, University of North Carolina-Chapel Hill.*
- *Robert Roer, Dean of Graduate School and Research, UNCW*
- *Mula Wubneh, Director, Regional Development Institute, Eastern Carolina*

II. Summary Notes from Conference

Major Factors Leading to the overall Success of Centers and Institutes

The Proposed Center/Institute at UNCW should:

- *Be interdisciplinary and involve faculty, students, and the community*
- *Become the counter-part to the Center for Marine Sciences (i.e., focus on natural resources) for the social and behavioral sciences*
- *Use a bottoms up approach, not a top down approach to the development of the Center*
- *Let interests crystallize and cluster around critical issues of the day*
- *Pull stakeholders into the Center from within University and from the larger Cape Fear Community (Region)*
- *Pick an entrepreneurial Executive Director who will stay at least five to ten years*
- *Adopt a philosophy of independence and non-partisanship not advocacy while working to establish legitimacy through expertise*
- *Not become a service unit for the Region, rather it should define its mission and develop a niche that is responsive to the community and UNCW*
- *Not be everything to everybody, select 3-5 issues to focus on in the beginning*
- *Find dedicated space on campus and not spread personnel around campus or the community*
- *Focus on activities that have multiple payoffs for the university, the faculty, the students and the community*

III. Critical Design Issues to Consider in Developing A Center

A. Advocacy ---Where do you draw the line between advocacy and neutral, non-partisan research? How do you develop legitimacy and credibility and maintain it?

- *Academics are cautious about becoming advocates while the community often expects advocacy. Center must be careful starting out in terms of expectations from community. Community needs to know where Center is coming from.*
- *There are major conflicts between academic based and constituency based participatory, action research. No consensus on which is most desirable.*
- *Where do you draw the line with the Center and how far should they go beyond analysis? Answer, this is a debatable issue for many .*
- *Is social action and political agenda setting for academic Centers appropriate?*
- *Advocacy, the other extreme – clear partisan positions should be avoided.*
- *However, Center should facilitate partnerships that move towards Action.*
- *Center should assist community members and organizations with searching and applying for sources of funding.*
- *Center should identify community needs and prioritize those needs in community forums.*
- ***The answer to the balance between advocacy and non-partisanship should be reflected in the mission statement of the proposed Center.***

B. Faculty / Staff--- What are the minimal staffing requirements in the first three to five years of Center operation?

- ***Engage faculty (tenure promotion) - provide range of incentives for faculty involvement and include in the RTP process criteria that rewards values like applied research and service. This is most critical issue related to incentives for faculty.***
- *75% of Staff should be hired mainly through contracts/grants, the rest hired on hard money from University.*
- *Faculty Fellows should be come from many different departments on campus.*
- *Provide a wide range of economic and professional incentives for faculty involvement like buyouts for courses, overloads, summer stipends, travel money, research assistants.*
- *Should hire service-oriented support staff.*
- *Take an Inventory of faculty who do innovative service learning – who does it? How to bring them together in the university. Publish the faculty of resource inventory.*
- *Projects leading to publications are powerful incentives for faculty. Center publications help but professional publications should be stressed as well.*
- ***Must have a core staff of 3-5 people on hard money from Central Administration, the rest will be on soft money or grants/contracts***

C. Funding ---What are the typical funding patterns to be expected in the first three to five years of Center operation?

- ***Funding Sources: Core funding should be at least 25% and come from University. The balance, 75%, should come from external sources.***
- *Annual Funding or a recurring source of University dollars are absolutely essential and Senior Administrators need to maintain a financial commitment to the Center.*
- *Successful Centers are not necessarily 100% self-sufficient. Community engagement requires core funding.*
- *University overhead dollars from grants/contracts should be used to fund Centers.*
- ***Principal Investigators and Centers need a formula developed for splitting funds between individuals, Centers, and the Central Administration that all parties agreed with.***

D. Logistics and other organizational issues----Other Critical Things to Consider in First Three Years

- ***Emphasize strategic communication for policy impact: journals, policy briefing materials, media, op-ed pieces, and sharing accurate information that is statistically based.***
- *Run the Center like a business . You need a business plan.*
- *Close affiliation with University (housing and overhead) gives center more creditability academically.*
- ***Establish a Board Of Visitors using key stakeholders from community to include government, business, the media, non-profits, elected officials, etc.***
- *Need Support from high-level administration; also support from dept. chairs and Deans.*
- *Focus on timely delivery of high-quality work, publications, papers, web sites, annual reports, conference proceedings.*
- ***Define engagement as “active partnerships” leading toward policy goals in the community.***
- *Create a model that is unique based upon strengths and resources.*
- *Flexibility –use a structure that is adaptable to critical regional issues that may arise over time. Do not limit yourself to selected issues, be flexible.*
- *Use the (natural resources) Center for Marine Science as a model but stress social and behavioral side of the University.*
- *Charge for services but use sliding scale for some organizations that are resource poor.*
- ***Check for Competition and do not duplicate others Centers in state***
- *-Redefine teaching and research to include service learning and applied research*

E. Mission / Name---- How to Select a Mission and Name in early years?

- *Stress interdisciplinary culture of university and community.*
- *Possible niches might be: rural poverty; economic development; infrastructure planning; health and well being; manpower needs in education, health, and professional services.*
- *Quality of projects chosen should add value to the Region. Pick carefully.*
- *Need Clear Mission that particularly balances applied research with advocacy.*
- ***Focus! Focus! Focus on selected niche issues (when developing mission)***
- *Political neutrality in implementation of projects.*
- ***Use a Focus Group (s) and Board of Visitors for developing a Name.***
- ***Make name generic, avoid loaded or political names.***
- *Research and teaching must jointly be related to service in the mission statement*

F. Students / Scholarship -----How to Link the Center to the Academic Community.

- *Develop a teaching component like Certificate Programs in the Center.*
- *Selected Professors need to be dedicated to the Center and get credit for their involvement in the Center, you need faculty “buy in”.*
- ***Stress Educational Mission of Center in mission statement and in projects – students, student learning on projects and conferences, classroom applied research projects, regional education and conferences , etc. for the community.***
- *Student collaboration with community through projects in classes, practicum’s, and internships.*
- *What is applied research and will it count toward tenure?*
- *Service Learning / Workshops / professional staff / Connections.*
- *Stress Academic Model and Real time needs – timing and relevance of projects.*
- *Requests from the community – can be addressed by students for lower cost.*
- *Filter requests within teaching and research environments on campus . Community should a focal point to request for a project to be done.*
- *Use academic type projects in Center– i.e., MPA masters projects – client oriented by using classes and projects to work with the community and even state legislature.*
- ***Need Provost and Chancellor to commit up front to bringing service and applied research to the community.***

G. Governance---How to Avoid Pitfalls and be Successful?

- ***Need enthusiastic, entrepreneurial, networking Executive Director – who will go out and find resources and partners in the Region to complete projects and programs.***
- *Don't end up in the wrong home in the University where there is no support or interest.*
- ***At UNCW, the location and reporting could be to the Provost, Vice Chancellor for Public Service, Dean of Graduate School, and Dean of a major College on campus or Department Chair. Most support at this time is for reporting to Dean of Graduate School or Vice Chancellor for Public Service.***
- ***Establish a permanent University Policy Steering Committee as well as an external Board of Visitors***
- *Keep it interdisciplinary, do not get captured by a single unit on campus.*
- *Develop a comfortable relationship with the community through the Board of Visitors. Expectations and roles will be defined here.*

IV Selected Issues in the Cape Fear Region to focus on (3-5 yrs)

Major cross-cutting issues in the Region:

- ***Resolving growth issues*** like balancing growth with environmental, social, and economic considerations. How to improve infra-structure planning for the future.
- ***Tracking the migration*** of Hispanics, Retirees and Near Retirees, and Economic Investors into the area and Assessing their social, economic, and environmental impacts on the Region.
- ***Monitoring and assessing the potential impacts*** of the proposed (New) Regional Port facility and the Proposed Bridge over the Cape Fear River.
- ***Projecting the needs for additional manpower in education, health, and other professional positions in the*** Region and developing the attraction and training strategies to meet these projected manpower needs.
- ***Enhancing civic engagement, civic culture, and regional governance*** through better and more strategic engagement strategies.
- ***Monitoring and assessing the state of health and well being*** across the lifespan of the Region's Population.

Other issues of importance to the Region:

- Persistent rural poverty (health, education, environment)
- 73 % of adults do not have college degrees, how to share knowledge comfortably with them
- How to attract "high tech" industry to the Region
- Conduct regularly a needs assessment of the Region and focus on the prioritization of community needs through the Annual, "State of the Region" Conference.
- Develop a plan for major natural catastrophes
- Develop a data bank for the region tracking critical social, economic, and environmental information.
- How to secure additional funding for beach re-nourishment, dredging, inlets, etc.

V. Wrap – up and next steps for UNCW

- Get approval for the new Center within UNCW
- Develop Mission Statement and Name (Regional Engagement or Public Policy)
- Hire core staff and receive a budget from Central Administration, develop a business plan for the Center
- Formalize the University Policy Steering Committee
- Establish a Board of Visitors for the Center
- Establish a faculty fellows program
- Reformulate RPT and create faculty incentives for participation in Center
- Connect GIS lab, survey research lab, and Qeno initiative to the Center
- Sponsor the May 18, 2007 , “State of the Region” Conference on campus
- Negotiate overhead formula with Provost

VI. University Policy Steering Committee for Proposed Center

Tom Barth, Chair, Public and International Affairs

Kathy Barlow, Education

Raymond Burt, German

Lawrence Clark, Business

Kim Cook, Sociology

David Cordle, Arts and Sciences

Steve Demski, Public Service

Bettie Glen, Nursing

Jack Hall, Environmental Studies

Leslie Hossfeld, Sociology

Billy King, Public Service

Terry Kinney, Health and Applied Human Sciences

Mark Lanier, Chancellor's Office

Richard Laws, Geology

Hilda Maness, University Advancement

William Moore, History

Nelson Reid, Social Work

Robert Roer, Dean for Graduate School

Ronald Sizemore, Biological Sciences

William Sackley, Finance and Business

Karen Wetherill, Education

VII. Other Centers and Institutes Reviewed for Best Practice

And selected projects and activities

- *Arizona State University: Center for Urban Innovation and The Morrison Institute for Public Policy----(Policy Choices in the Region, Annual Ideas for the Future, Quality of Life Annual Reports, Latino workforce studies, Polling of all kinds, Linkages to knowledge Centers, “Best Practice Research and Analysis”, Innovation awards for new products and programs)*
- *Case Western University: Center on Urban Poverty and Social Change*
- *College of Charleston: Joseph Riley Institute for Urban Affairs and Policy Studies*
- *Duke University: Terry Sanford Institute of Public Policy*
- *East Carolina University: Regional Development Services*
- *University of Louisville: Urban Studies Institute*
- *University of Arizona: Udall Center for Studies in Public Policy and The Economic and Business Research Center (Bi-annual economic outlook, tax analysis, impacts of tourism, impact of high tech industry, developing arts in the local economy, surveys of all kinds, immigration and border control symposia, environmental conflict resolution projects, evaluation of water projects)*
- *University of North Carolina-Chapel Hill: Center for Urban and Regional Studies*
- *University of Nevada at Las Vegas: The Center for Business and Economic Research (economic outlook conferences and seminars, monitoring housing conditions, Annual Nevada Fact Book for state and region, migration studies of special groups and labor analysis).*

VIII. Proposed May 2007 Conference, “State of the Cape Fear Region”

Overview Presentations on the Cape Fear Region

Leslie Hossfeld, “Facing Change in Southeastern North Carolina: How do we respond?”

Milan Dluhy, “Monitoring Dynamic Infra-Structure Economic Issues in the Region: The Potential Impact of the Proposed New Port and New Bridge for the Region”

Andrea Carden and Keely Wikle, “Major Trends and Issues in the Cape Fear Region”

Kathleen Ennen, Carol Heinrich, Julie Smith Taylor, Kris Walters, “State of Health and Well Being Across the Lifespan of the Region’s Population”

Proposed White Papers on Selected Topics

Group I :Social Issues in the Region

- Sarah Beaman Jackson, “Correcting the Correctional Facilities in N.C.”
- Darwin Dennison, “Strengthening Regional Engagement: A Standardized Evaluation System to Reinforce the Economic and Nutritional Impact of Obesity Programs
- Jorge Javier Gontier, “Latino Community in N.C., Opportunities and Challenges”
- Maurice Stanley, “Proposal for White Paper on Local Law Enforcement”

Group II: Political, Social, Geographic, Civic and Educational Engagement

- MJ Kwon, “Interest Groups and Local Policy Development”
- ***Howard Coleman and John Fischetti, The Success of Public Education and Its Connection to Improving the Quality of Life in the Region” (Selected for Presentation)***
- Robert Blundo, “Regional Engagement through Civic Commitment.....”
- ***Jo Ann Halls, “Geographic Information Science, Linking People, Placers, Resources (Selected for Presentation)***

Group III: Environmental, Coastal, Natural Resources Issues

- ***Michael Mallin, “Coastal Growth and the Loss of Traditional N.C. Sustainable Fisheries”(Selected for Presentation)***
- Anthony Snider, “No title”. But a natural resource planning and management topic.

Group IV: Economic or Regional Development

- ***Lou Buttino, “The Film Industry, UNCW, and the Region” (Selected for Presentation)***
- Richard Kolenda, “Developing the Knowledge Economy”
- Howard Rashheed, “Virtual Think Tanks

