

Reasonable and Moderate Extension

PROPOSED CREATION OF THE CENTER FOR DELTA STUDIES IN THE GRADUATE SCHOOL

This Reasonable and Moderate Extension seeks approval for the establishment of a Center for Delta Studies in the Graduate School at Southern Illinois University Carbondale. Establishment of such a center is consistent with the mission of SIUC and with its long term plans. The purpose of the proposed center is to build linkages among scholars in the SIU system, universities in the region encompassed by the Delta Regional Authority and between researchers and the larger publics. The mission is to promote groundbreaking research that will contribute innovative solutions to the enduring problems of poverty and associated human and ecological issues endemic to the Delta region.

- 1) **Name of Institution:** Southern Illinois University Carbondale, Graduate School
- 2) **Title of Proposed Unit:** Center for Delta Studies
- 3) **CIP Code (6-digits):**
- 4) **Proposed Date for Initiation of the Unit:** Upon approval
- 5) **Contact Person:** Jane Adams, Professor, Department of Anthropology
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 - b) **Email:** jadams@siu.edu
 - c) **Fax:** 618-453-5037

PURPOSE: OBJECTIVES, MISSION AND PRIORITIES

6. Unit Objectives and Contributions

6.1. What are the goals and objectives of the new unit?

The goal of the Center for Delta Studies is to build linkages among scholars in the SIU system, universities in the region encompassed by the Delta Regional Authority and between researchers and the larger publics. The mission is to promote groundbreaking research that will contribute innovative solutions to the enduring problems of poverty and associated human and ecological issues endemic to the Delta region.

6.2. What is the relationship of the unit to the university's mission and priorities? Is the unit involved in instruction and, if so, to what extent?

SIUC's mission as a Doctoral/Research Extensive university includes teaching, research, and "effective social and economic initiatives in community, regional, and statewide contexts." Its Mission Statement emphasizes the University's focus on "regional service which creates distinctive instructional, research, and public service programs [that] gives SIUC its special character among the nation's research universities, and underlies other academic developments, such as its extensive doctoral programs and the schools of medicine and law."

By promoting funded interdisciplinary research, the Center for Delta Studies will enhance the University's research mission and support the goals of the university's long-range plan which aims to move SIUC up in national rankings. By promoting research collaboration with citizens, it will support the University's service mission. Specifically, the long-range plan states "Service to others is critical if we are to fulfill our missions. The University will aggressively pursue leadership opportunities to address social, health, and economic development issues of importance to our region and the larger extended area covered by the Delta Regional Authority. We will communicate our successes and our interest in seeking help from others as we pursue initiatives in these areas." The Center for Delta Studies promotes these goals through promoting collaboration across disciplinary and institutional boundaries and between university scholars and citizens. It seeks to bring the insights, knowledge, and skills of the University to bear on the pressing social issues that face the region in which it is embedded.

6.3. What specific needs and measurable contributions will the unit make to statewide priorities and needs?

The Center for Delta Studies will support the IBHE's Illinois Commitment in the areas of economic growth, P-20 partnerships, High Quality, and Productivity in these ways: 1) Economic Growth: The Center will develop programs that promote interdisciplinary research, in collaboration with citizens, that addresses issues of economic growth and development. 2) P-20 partnerships: The Center will develop programs that promote interdisciplinary research, in collaboration with K-12 educators, aimed to improve teaching and learning at all levels. 3) Productivity: The Institute will bring together scholars across disciplinary and institutional lines, enhancing their capacity to obtain major outside financial support and their capacity to undertake research that will produce significant results. The Center will actively develop private and other non-State funding sources to support its programs, multiplying the effectiveness of available state funds, thereby increasing SIUC's productivity.

6.4. What is the demand for the unit's services? What clients or population will the unit serve?

Most immediately, the Center for Delta Studies will serve research faculty, through providing symposia, conferences, and other opportunities to collaborate with colleagues across disciplinary and institutional boundaries. It will serve public entities and citizens who address the social and environmental issues in the region through creating opportunities to develop partnerships between scholars and members of the larger public, making University research useful to the larger society. It will maintain data bases of research centers and individual researchers in the Delta region, as well as data bases of government and foundation-supported programs in the region, enhancing collaborations among these entities. It will enhance access to University resources by political representatives, agency personnel, and citizens whose activities focus on the region served by the Delta Regional Authority.

7. Organization

7.1. Describe the proposed unit's organizational structure.

The Center for Delta Studies will initially consist of a Director and a Graduate Assistant. It will add staff and levels of responsibility as its programs develop. A Governing Board composed of university research faculty and staff will provide guidance to the Director and oversee the Center's activities. The Board as presently constituted includes one representative from each College and the School of Medicine at SIUC.

7.2. Explain how the unit is organized to meet its objectives.

The primary responsibilities of Institute staff will be to 1) develop research initiatives, in consultation with its Governing Board; 2) Seek external funding to support these research initiatives, in coordination with the SIU Foundation and SIUC's Office of Research Development and Administration; 3) create venues for scholars in the area served by the Delta Regional Authority to exchange information and ideas across

disciplinary and institutional boundaries, and to link them with members of various publics; 4) maintain data bases of research centers and individual researchers in the region, and of government and foundation-supported programs in the region; 5) link University research resources to political representatives, agency personnel, and citizens; and 6) provide staff support for fledgling research centers that focus on regional issues. Initially, a two-person office will be sufficient to carry out these tasks. Additional staff will be added as programming demands increase and funding becomes available.

OUTCOMES

8. Unit Outcomes

- 8.1.** What targets have been set to assess the proposed unit's success in achieving objectives? Among others, specific performance measures might include:
- Expected research and/or public service products;
 - Ratio of external to internal funding for the unit;
 - Impact of this unit on national, state, regional, and local area organizations, business, or communities; and
 - Collaborative research product that promotes the Illinois economy.

The following are the targets established for the first three years of the Center's existence:

Year 1 (2007-08): Establish Center within SIUC, including submitting RME, creating Governing Board, and obtaining internal support.

Sponsor at least 4 symposia in two different program areas.^a

Obtain internal support for Director, .5 Graduate Assistant and partial costs of symposia^b

Seek outside funding for at least one seed grant and related programming @ \$70,000 or more.^c

Seek external funding to support Center staff and programs @ \$96,000 or more.^d

Develop web site.

Complete survey of research centers in universities in the 8 DRA states.^e

Establish preliminary data base of individual scholars in SIU.

Establish preliminary data base of government and foundation-supported programs in the region

Participate in Delta Regional Authority programs and initiatives

Year 2 (2008-09): Sponsor at least 4 symposia or other public fora in four different program areas, involving scholars and/or citizens from at least 3 states in the DRA region.

Obtain outside funding for at least one seed grant and related programming @ \$60,000 or more.

Develop web site.

Update survey of research centers in universities in the 8 DRA states and post it to the web.

^a Four symposia are being planned for '07-'08, including a conference on complementary health co-sponsored with the Public Policy Institute.

^b The Graduate School has committed the following for three years: one month summer salary, .25 GA, \$1000 OTS. The Department of Anthropology and College of Liberal Arts have committed the following for three years: one course release a year, office space in Adams' office, and incidental office support. The Public Policy Institute has committed \$5,000 a year for three years for programming.

^c A grant to the National Endowment for the Humanities for a Workshop for University Faculty for c. \$75,000 will be submitted September 2007. Other grants for workshops, conferences, working groups, and other programs are being pursued through private foundations and individual donors, in cooperation with the SIU Foundation, which coordinates proposals.

^d Non-RAMP proposal for \$150,000 was submitted in Dec. 2006 and is being pursued by the President's Office.

^e The 8 DRA states are: Alabama, Arkansas, Illinois, Kentucky, Louisiana, Mississippi, Missouri, and Tennessee.

Establish preliminary data base of individual scholars in the region, in conjunction with COS
Establish preliminary data base of government and foundation-supported programs in the region
Participate in Delta Regional Authority programs and initiatives

Year 3 (2009-10): Sponsor at least 4 symposia or other public programs in four different program areas, involving scholars and/or citizens from at least 4 states in the DRA region.
Obtain outside funding for at least two seed grants and related programming @ \$100,000.
Update data base of research centers in universities in the 8 DRA states, monitor use.
Complete data base of individual scholars in the region, monitor use.
Complete data base of government and foundation-supported programs, monitor use.
Work with at least one fledgling research center to develop its programming capacity.
Participate in Delta Regional Authority programs and initiatives.
Develop measures to assess the efficacy of the seed grant program.
Develop measures to assess the quality of University-Public collaboration.

9. Resources

9.1. Indicate the number of students, business, industries, and/or other clients to be served by this unit. Include a description of faculty participation and student involvement in the unit if applicable. Table II should be completed (even if no new state funding is requested in the budget year) and should reflect all sources of funds, both state and non-state, and reallocations. A narrative budget statement should be provided to explain Table II, to include the following information:

- Explain projected increments in total resource requirements (line 1) in terms of projected staff requirements, equipment and materials, and contractual services.
- Explain new state resources required (line 6) in the budget year in terms of assumptions and factors used to construct line items 7 through 11. If resource requirements in the budget year include non-recurring costs (e.g., one-time equipment purchases), describe how these resources will be reallocated in subsequent years.

The Center will serve faculty and staff at Universities in the SIU system, the larger region, and, by the third year, at least 4 DRA states. At SIUC, 35 individual faculty and staff in 18 Departments in 8 Colleges as well as 11 Research Centers and Programs have been involved in the planning process to establish this Center and expressed interest in continuing their involvement. A survey is planned by the DRA to discern comparable faculty and staff in the other universities in the 8 DRA states.^a The Center will collaborate with these University-based individuals and research programs, centrally serving faculty in the SIU system.

It will, additionally, enhance existing collaborations between University-based personnel and members of the larger public, and develop new collaborations. These collaborations cannot, at this time, be enumerated. The number and quality individuals and entities that become involved in Center programs will be tracked and measured as part of its assessment procedures.

Funding: Exploratory work to establish the Center has been provided by SIUC through dedicating 2 months of professorial staff time to the project (summer 2005, summer 2006), as well as travel support to Delta Regional Authority meetings. Spring 2007, the Department of Anthropology provided a course

^a This survey was to be undertaken under the auspices of the DRA. Due in part to shifting emphases after Hurricanes Katrina and Rita, it is presently on hold. In the absence of such a survey, contacts will be made with researchers through invitations to deans, research center directors, and other identified research faculty at universities in the region, as was done for the two symposia spring 2007.

release. Support for a ½ time GA for spring 2007 was obtained from the College of Applied Sciences and Arts and the College of Education and Human Services; funds for two symposia spring 2007 provided by the Paul Simon Public Policy Institute and the Graduate School^a. The Graduate School has committed one month's summer salary, ¼ times GA, and \$1000 OTS for each of the following three years, with the Public Policy Institute committing \$5,000 a year for three years, and the Department of Anthropology and the College of Liberal Arts providing one course release a year for three years, along with incidental administrative support. As part of their general commitments in grant support, ORDA and the SIU Foundation will provide assistance with grant preparation and administration.

After the initial start-up period, outside funding will be needed to continue the Center's work. Primary funding is anticipated from grants from philanthropic and public foundations as well as federal funding agencies including the National Science Foundation, National Endowment for the Humanities, National Institute of Health, and so forth. Funding will be solicited for workshops and conferences, working groups, and seed grants to build research teams to write major grants primarily to federal funding agencies, as well as for other aspects of the Center's work. Private foundations underwrite similar programs in the not-for-profit sector; this model may work for a University-based research center.

10. Quality Assurance Processes

10.1. Briefly describe the processes that will yield evidence to demonstrate the quality of the unit. Address the following elements:

- Evidence that the unit supports the university's mission and statewide goals;

Annual reviews undertaken by the Director, reporting to the Dean of the Graduate School and its Governing Board, will indicate the degree to which it has achieved the program outcomes indicated in Item 7, which are linked to the university's mission and statewide goals.

- Evidence that the unit's product or outcomes achieve stated objectives;

The annual review by the Dean and the Governing Board will assess the Center's effectiveness in achieving its stated objectives and in evaluating its outcomes.

- Determination of organizational effectiveness;

The annual review by the Dean and the Governing Board will assess the Center's effectiveness as an organization.

- Faculty and staff qualifications and reward structures;

Faculty and staff will be regularly reviewed according to University policies and procedures.

- Determination of adequate support staff, equipment, and other resources; and

Based on the annual review, the Dean and Director will annually assess whether the Center has adequate staff and support services.

- Use of results from evaluations to improve the unit's effectiveness.

^a The two symposia, headed "Creating Collaborative Partnerships," were held March 28, 2007 ("Interdisciplinary Research in Health and Related Fields at SIU") and April 24, 2007 ("Interdisciplinary Research Involving Environment, Natural Resources, and Community at SIU").

The Director, in consultation with the Dean and Governing Board, will use the results of the annual reviews to revise Center programs and policies to improve its effectiveness.

Table II

TOTAL RESOURCE REQUIREMENTS FOR THE NEW UNIT

		Current Year 2007-08	2 nd year 2008- 09	3 rd Year 2009- 10
1	Total Resource Requirements (direct costs)	33,660	34,277	35,470
2	Resources Available from Federal Sources ¹			
3	Resources Available from Other Non-State Sources ¹			
4	Existing State Resources ²			
5	Resources Available through Internal Reallocation ³	33,660	34,277	35,470

¹These lines reflect funds available (not incremental funds) from non-state sources in any given year

²Existing state resources in each successive year are equal to the sum of the previous year's existing state resources (line 4); plus resources made available through internal reallocation (line 5); plus new state resources (line 6). If state resources allocated to a program in any given year (line 4) exceed state resource requirements needed to support the program in the following year, state resource requirements should be reduced with a negative dollar adjustment on line 5. The sum of lines 2 through 6 will always equal line 1.

³Numbers can be either positive (allocated to the program) or negative (allocated away from the program). Note: This represents three-year commitments as follows: \$5,000 per year commitment by Public Policy Institute, one-month summer salary for Director, .25 GA funding, and \$1,000 OTS per year from SIUC Graduate School, and 1 course release per year by Department of Anthropology.

⁴Reflects the level of state funding requested in the referenced year. Dollars reported are incremental.

⁵Reflects the number of FTE staff to be supported with requested funds. Not a dollar entry.

⁶Other dollars directly assigned to the program. Do not include allocated support services.

Internal allocation is as follows: A three year commitment from the Graduate School for annual support of 1 month summer salary for the Director, .25 GA, and \$1000 OTS; a three year commitment from the Public Policy Institute for annual support of \$5,000 for programming; and a three year commitment from the Department of Anthropology and the College of Liberal Arts for one course release annually, office space (in faculty office), and incidental office support.

Appendix I.

Explanation of budget feasibility:

Outside monies will be required for the Center to become fully established. These are anticipated from two sources: 1) Possible federal earmarks in the near term; 2) Foundation and other grants, with budgets that provide sufficient administrative budget to support the programs funded through the grants; 3) Federal grants, including participating in interdisciplinary research grants made possible through Center support; and 4) the Delta Regional Authority. In order to seek such funding, the Center must be institutionalized within the University.

1) Federal earmarks. The President's Office is seeking support from Congress for the Center for Delta Studies. (Note: This appears as Delta Institute, the working name of the Center until it was discovered that a Delta Institute already exists in Chicago, focused on the Great Lakes.

2) Private Foundations. During summer 2006, Adams submitted letters of inquiry to nine foundations for support to establish the Center. These included the Anna E. Casey, Lumina, Citibank, Mott, McArthur, Joyce, MetLife, Kellogg, and Ford Foundations. Responses from these foundations indicated that such institutional support was not part of their current giving program, but they encouraged submission for specific programs and projects. These and the additional 50 foundations identified during summer 2006, and others currently being researched by the SIU Foundation staff, support workshops, conferences, working groups, and programming relevant to the Center's mission. The SIU Foundation, which provides support for submissions to private foundations, also encourages seeking support from individual donors. Adams is working with the SIU Foundation to pursue all these avenues for support.

3) Federal funding agencies and foundations like the NSF, NEH, and NIH provide support for workshops and conferences. Proposals for such support will be submitted. Additionally, if the Center provides continuing support to research teams, that would be written into their grants.

4) The Center will, also, approach the Delta Regional Authority for possible support. The DRA federal co-chair and his staff have been supportive of this initiative.

Professor Jane Adams, who is proposing the Center, believes that outside funds may be obtained, for the following reasons:

- She has worked in not-for-profit organizations (NGOs) that were funded almost entirely through private philanthropic foundations and donations. The program outlined above should fit within the objectives of many such foundations.
- Funds are available from federal granting agencies for interdisciplinary workshops, conferences, and similar focused institution-building programs.
- Lead staff at the Delta Regional Authority have encouraged the development of the Center; and
- It has been accepted as a non-RAMP proposal by the President's Office in their efforts to obtain federal funding for key initiatives.

**Appendix II.
Governing Board**

Dr. James E. Bordieri, Interim Associate Dean, College of Education and Human Services
Dr. Peter Filip, Director, Center for Advanced Friction Studies, College of Engineering
Dr. Tess Ford, Center for Rural Health and Social Service Development (CRHSSD)
Dr. Sharon Hull, Interim Chair, Department of Medical Humanities, School of Medicine.
Gary Kolb, Interim Dean, College of Mass Communication and Media Arts; Professor, Department of
Cinema and Photography
Dr. Marcus Odum, College of Business and Administration
Dr. Steven E. Kraft, Chair, Department of Agribusiness Economics, College of Agriculture
Dr. Paul Sarvela, Dean, College of Applied Science and Arts
Dr. Charla Lautar, Director, ASA School of Allied Health
Robert Swenson, Department of Architecture, College of Applied Science and Arts
Dr. Matt Whiles, Department of Zoology, Director of the Middle Mississippi Wetlands Field Station,
College of Science