

CENTER FOR FAMILY AND COMMUNITY ENGAGEMENT

Request for Authorization to Plan/Establish

Mission

The Center is dedicated to family and community engagement, that is, community-university partnerships with and in support of families. The assumption is that such engagement strengthens local leadership and develops the networks necessary for fostering healthy families and productive communities. The overall mission of the Center is to build partnerships advancing the leadership and well-being of families and their communities. The Center's mission supports that of a research-extensive, land-grant university seeking to better the lives of the people of North Carolina.

In fulfilling its mission, the Center will be guided by the following emphases: family leadership, cultural safety, inclusive planning, and community partnerships. These four emphases were developed through research with families and communities in North Carolina. Family leadership refers to families managing their own affairs with the support of their informal and formal networks. To do so, families need the cultural safety to speak in their own way and draw on their traditions in developing action plans, the inclusive planning to formulate plans collaboratively, and the community partnerships to implement these plans. Such approaches have been found to keep children and youth connected to their siblings, families, kin, and cultural group and to build a sense of family pride and well-being.

Goals and Objectives

This mission is to be achieved by realizing three major goals:

- Enhancing interdisciplinary collaborations within the university;
- Strengthening university partnerships with public agencies and community organizations; and
- Providing research and evaluation, training and service learning, and program and policy support.

The specific objectives of the Center as follows:

- To encourage interdisciplinary research, public service, and educational opportunities for faculty and students within and across multiple practice settings;
- To foster joint program planning and policy formulation by community organizations, public agencies, and universities;

- To develop practice guidance promoting culturally-competent and community-building approaches;
- To translate research and evaluation findings into practice and to use practice to guide the development of research and evaluation;
- To offer training through in-class and on-line means and host internships and other service learning opportunities;
- To provide technical assistance and learning support to programs and encourage institutional change in public agencies and community organizations;
- To contribute to state, national, and international forums on family and community engagement; and
- To benefit the institution through increased levels of extramural funding, visibility, and collaboration among universities and with communities and public agencies.

The Center will build upon NC State’s prior accomplishments in family-centered meetings, social support networks, culturally safe and health-promoting interventions, community-based evaluation, and international research on intervention strategies. All of these endeavors involve community-university collaborations that offer significant research and public service opportunities for students and faculty. For example, the Center will develop, study, and promote effective strategies for:

- Including children, youth, and their families in planning educational, human service, and health programs;
- Coordinating informal and formal supports with and on behalf of families that advance such goals as academic achievement, safe and permanent homes, healthy living, and economic advancement;
- Using community groups as an interface between families and involved public agencies; and
- Building comprehensive evaluation into good practice strategies.

Addressing these types of issues contribute to strengthening civic engagement and fostering safe families and productive communities and offer opportunities for fundable research and public service.

Value Added by the Center

The impetus for the development of the Center comes from the realization that in order to advance interdisciplinary collaborations an infrastructure is necessary to coordinate and integrate efforts of multiple groups. Establishment of the Center has already been encouraged by the proposed Center director’s current funding bodies and by a collaborative planning group. The latter called the “System of Care Child and Family Team Curriculum and Planning Group” has representation from parents, youth advocates, divisions of the Department of Health and Human Services: Division of Social Services (DSS), Division of Mental Health/Developmental Disabilities/Substance Abuse Services (DMH/DD/SAS), and Division of Public Health (DPH); the Department of Juvenile

Justice and Delinquency Prevention (DJJDP); the Department of Public Instruction (DPI); and universities (UNC-G, NC State, and Duke University). This group is affiliated with the State Collaborative for Children and Families System of Care, which is representative of child-serving groups in North Carolina.

The Center director's contracts are likely to continue to grow because North Carolina is a leader in establishing a form of family-centered meetings called "child and family teams" (CFTs). Holding these meetings is mandated by state legislation for major reforms in child welfare to include families and community partners in service planning (Session Law 2001-424) and public schools to prevent academic failure and placement outside the home (Session Law 2005-276). Child Mental Health is supporting the school-based child and family teams addressing behavioral health issues by establishing Care Coordinator positions in designated Local Management Entity catchment areas. Juvenile Justice and Delinquency Prevention has adopted a therapeutic environment approach that encourages family-centered planning. Today, the project offers CFT training to child welfare workers and their community partners in all 100 counties, is working closely with six schools instituting CFTs, and has offered training to school personnel in 101 schools. In addition, the project has co-developed and co-piloted cross-system CFT training that includes family advocacy groups, child mental health, juvenile justice and delinquency prevention, public health, social services, and schools.

Individual projects with sustained funding provide a foundation for the Center. To move beyond contract-specific goals, establishment of the Center is necessary for harnessing the critical mass for carrying out its larger mission and objectives. In particular, it will be crucial to develop interdisciplinary linkages within the College of Humanities and Social Sciences and with the College of Agriculture and Life Sciences, College of Education, and other colleges.

The Center is essential for moving beyond contract-specific efforts to integrating efforts in service to families and their communities.

Relationship with Academic Departments, Colleges, and Other Centers and Institutes

The goals of the Center are highly relevant to the research, public service, and educational mission of North Carolina State University as a research-intensive and land-grant institution. The Center especially advances the University's focus areas of health & well-being and educational innovation and supports the heightened attention to urban extension of the University's Office of Office of Extension, Engagement & Economic Development. The interdisciplinary goals of the Center encourage participation of departments within the College of Humanities and Social Sciences and with the College of Agriculture and Life Sciences, the College of Education, and other colleges. The questions addressed by the Center are in keeping with the public input into the "UNC Tomorrow," in particular, the emphases on applying and translating research into practice, improving educational attainment of underserved and at-risk populations,

increasing cultural awareness, and educating allied health and mental health professionals.

The proposed Center director is a Professor of Social Work and will continue to work with social work faculty and students in such areas as child welfare, public education, aging, domestic violence, and economic development and to provide research assistantships. The Department of Communications will continue to be involved through such means as video production and media analysis. The Institute for Nonprofits is assisting with identifying foundation support for a symposium on the children and families of the National Guard. Discussions with the Department of Psychology on joint research concerning schools and with Department of History on international work are ensuing, and other departments will be invited to participate. In the College of Agriculture and Life Sciences, collaborations are ongoing with the Department of 4-H Youth Development and Family & Consumer Sciences in areas such as supporting military children and families. With this department as well as the Friday Institute in the College of Education, joint work is proposed on an integrated community development and educational pilot program.

The establishment of the Center provides a unique opportunity that builds upon and integrates the efforts of existing North Carolinian centers or institutes in service to families and their communities. Groups with whom the proposed Center director already has ongoing involvements include the UNC-CH's Jordan Institute for Families and its Institute for Aging, UNC-G's Center for Youth, Family, and Community Partnerships, ASU's Appalachian Family Innovations, and Duke University's Center for Child and Family Policy. The proposed Center for Family & Community Engagement adds to existing centers/institutes by fostering collaboration and providing leadership in specific areas of expertise, particularly family-centered meetings. In addition, the proposed Center has access to all counties in the state through its funded work from the NC Division of Social Services. Outreach to all counties and the Cherokee reservation is enhanced through collaboration with the Department of 4-H Youth Development and Family & Consumer Sciences.

The proposed Center builds upon and integrates the efforts of existing North Carolinian centers or institutes and makes a unique and significant contribution through its access to all 100 counties in the state.

Organizational Structure, Advisory Council, and Center and Research Directors

Organizational Structure. The Dean of the College of Humanities and Social Sciences is the Administrative Designee (AD) of the Center. The Dean appoints the Center director. As shown on the appended organizational chart, the Center director receives guidance from the advisory council and directs the Center. The specific positions in the Center are further described in the section below on the Center budget.

Advisory Council. The Center director will form an advisory committee consisting of representatives from different university departments, universities, public agencies, and community organizations. The role of the advisory committee is to provide recommendations on programmatic directions and encourage a collaborative approach to planning.

Center Director. The proposed Center director, Dr. Joan Pennell, has extensive experience in directing academic programs and research and public service projects, chairing groups developing policy and practice guidelines, conducting and disseminating research and evaluation, outreaching to culturally diverse groups, encouraging international connections, and mentoring faculty and students. Prior to returning from Canada to the United States, Dr. Pennell served as interim director of the School of Social Work at Memorial University of Newfoundland and chaired its doctoral studies program. She was awarded federal funding for a trial demonstration of family group conferencing to stop family violence in three culturally diverse sites. She was appointed by the Canadian Solicitor General and Minister of Justice to serve on the National Crime Prevention Council and chaired its Youth Justice Committee. Since arriving at NC State in 1998, Dr. Pennell, professor and head of the Department of Social Work, has served as the principal investigator/project director for the NC Family Group Conferencing Project and then the NC Family-Centered Meetings Project. In 2003, she was inducted into the NC State Academy of Outstanding Faculty Engaged in Extension, and in 2007, she received the College of Humanities and Social Sciences Outstanding Research Award. She is a member of the Advisory Committee of the National Center on Family Group Decision Making, Children's Division of the American Humane Association and served as a consultant to the external evaluation of family team meetings in Washington, DC. Since her arrival at NC State University, she has published 2 books, 12 refereed articles, 16 book chapters, and 64 other publications; and given 100 presentations in the United States, Canada, United Kingdom, Australia, New Zealand, and Netherlands.

Instructional Programs

The Center is primarily focused on research and public service rather than delivery of instructional programming. Nevertheless, it will provide opportunities for student internships, service learning, and research that meet degree requirements. The Center will provide training to professionals in the community through in-class and on-line means.

Support and Mentoring of Junior Faculty

The Center will offer opportunities to junior faculty to engage in research and public service. The proposed Center director's contracts have regularly supported junior faculty and students' research. The Center director would continue to mentor junior faculty on tenure & promotion, publication, and grant application. The Center director has also served as a host for international visitors on Fulbright and IREX scholarships.

Space and Equipment

Because of the Center's mission, an off-campus location that is accessible to the community is needed. The Center will utilize the rental space recently obtained for the NC Family-Centered Meetings Project at a 302 Jefferson Street, Raleigh. This office space includes five offices and a conference room. The University signed a three-year lease commencing November 8, 2007. The move into the rental space was financially supported by the Vice-Chancellor of Extension, Engagement, and Economic Development, who contributed \$10,000 toward installation of telecommunication and computing wiring, moving costs, and rent. Details on the space and equipment requirements and costs are provided below in the section on funding.

Funding

The prepared budget is for the period from the anticipated start date of the Center (July 1, 2008) through to the end of the first five-year period (June 30, 2013). This budget includes a description of the items under expenditures and funding sources. Attached is an Excel spreadsheet of the figures for each area of costs and funding sources.

Financial Viability

Financial viability of the Center is based on three main factors: (a) North Carolina legislation, (b) proposed Center director's project funding, and (c) development of interdisciplinary collaborations. As noted previously, the Center director's serves as the principal investigator/project director or the North Carolina Family-Centered Meetings Project projects that provide training, program support, and evaluation on Child & Family Teams (CFTs). Holding these meetings is mandated by state legislation for major reforms in child welfare and public schools. CFTs are a means of bringing together a range of systems in support of children, youth, and their families—including Social Services, Public Instruction, Juvenile Justice & Delinquency Prevention, Child Mental Health, and Public Health. Thus, CFTs provide extensive research, public service, and educational opportunities for multiple academic/professional disciplines.

Since arriving at NC State University, the Center director has been awarded close to six million dollars in federal flow-through contracts. The NC Division of Social Services has provided substantial funding since 1998, and the proposed Center director currently has a two-year contract for a total of \$1,287,762 in direct costs from 2007 to 2009 (from federal Title IV-B1). In addition, the Center Director began receiving substantial funding

from the NC Department of Public Instruction in 2006 and currently has a one-year contract for a total of \$501,939 in program costs for 2007-2008 with the funding agency's intent to renew for another two years (from federal McKinney-Vento). The two current sources of funds yield a combined buy-out of 50% of the proposed Center director's salary and benefits as well as nearly all the salary and benefits of the Center evaluation & contract coordinator and the Center project coordinator. In addition, the Center director has joined in a three-year submission to the Golden LEAF Foundation. The portion of this submission for the Center director is a total of \$448,921 in direct costs. The Center director is in the midst of negotiating some contracts related to CFTs in a number of state or county public agency settings

The intent of the Center is to braid funding from various sources in order to support community and interdisciplinary initiatives. Potential foundations within the state and at the national level include youth and education from W. K. Kellogg Foundation, family-community strategies through Annie E. Casey Foundation or Casey Family Programs; family-centered funding from the American Humane Association; collaborative efforts for family advocacy from Z. Smith Reynolds Foundation or Kate B. Reynolds Charitable Trust; and migrant children through Bridging Refugee Youth and Children's Services (BRYCS), United States Conference of Catholic Bishops, Migration and Refugee Services. A number of sources at the federal level are being examined and appear to be likely funding sources. These include child welfare grants through the federal Children's Bureau, school-related grants depending on re-authorization of No Child Left Behind from the US Department of Education (e.g., Safe and Healthy Schools Community, Exceptional Children), early intervention through cross-agency curricular development and family advocacy from the Governor's Crime Commission, children's health from the Centers for Disease Control, and evaluation measurement from the National Institutes for Health.

Over the five-year period, the projected sources of funds estimated at \$1,061,285 cover the project expenditures estimated at \$1,017,434. Remaining balances will be used for holding symposiums, providing course releases for involved faculty, supporting graduate assistantships, and providing seed funds for new initiatives.

Projected Expenditures

Personnel Costs

Below are enumerated the Center positions. Other positions such as for trainers and research assistants or subcontract affiliates will be funded by contracts/grants/task orders and are not listed here. Note that salary increases have not been included in the spreadsheet because most of the funds are state appropriated and annual salary raises are based on the General Assembly's mandated legislative increase.

Center Director. This is a 12-month, full-time faculty position reporting to the CHASS Dean and consulting with the CHASS Associate Dean of Research and Graduate Programs. The main responsibilities are center administration; contract development and

oversight; research and scholarship; and liaison with the Center's advisory council, other academic institutions and departments, government agencies, and community organizations. The Center director is a member of the graduate faculty in the Department of Social Work. She will be on administrative leave (having retreated to faculty from Department Head of Social Work) in 2008-2009. After returning from administrative leave in 2009-2010, the Center director will have a teaching load of one graduate course per academic semester, with her having the option to buy-out her two courses (at the average departmental special faculty section rate) from the Department of Social Work.

Center Manager. This is a 12-month, full-time EPA professional position, beginning in year 2, to manage day-to-day operations and the training effort among the various contracts/grants/task orders. Establishment of this position is dependent upon receipt of additional contracts/grants to pay 92% of the salary. The remaining 8% makes it possible for the center manager to carry out work beyond project-funded responsibilities.

Evaluation & Contract Coordinator. This is a 12-month, full-time EPA professional position, beginning in year 1, to coordinate the research and evaluation, contract preparation and administration, report preparation, and supervision of research assistants. Assuming that 90% of the position continues to be funded through contracts, the cost is for 10% of the position. This makes it possible for the coordinator to carry out work outside of project-funded responsibilities.

Project Coordinator. This is a 12-month, full-time EPA professional position, beginning in year 1, to coordinate training sites, materials, scheduling, registration, and certifications; prepare reports; carry out liaison with contract administration personnel on campus and at funding bodies; budgeting; human resources; and supervision of support staff. Assuming that 90% of the position continues to be funded through contracts, the cost is for 10% of the position. This makes it possible for the coordinator to conduct work outside of project-funded responsibilities.

Accounting Technician. This is a 12-month, full-time SPA position handling general ledger and budgetary control accounts, preparing purchase requisitions, and keeping inventory records. The cost is for the entire position.

Other Expenditures

Below are descriptions of each of the areas of non-personnel expenditures.

Office Supplies/Training Material. These are items that cannot be purchased by the contracts and grants such as paper, pens, ink, and flipchart paper. Only personnel directly involved with the contracts/grants will require use of office supplies. The totals on the spreadsheet were compiled by using Departmental office equipment data and adjusting it to fit the Center's personnel requirements.

Postage. Postage needs include mailings to off-campus contacts. These postage requirements are also not allowable on contract and grant dollars. The spreadsheet total was compiled by using Departmental office postage data and adjusting it to fit the center's postage needs.

Telephone/ComTech. Expenditures are based on the current Departmental equation. \$34.00 per phone/month, plus \$5.00 per voicemail. Long distance calls are additional. Servicing and installation of lines are also included in this figure. The Center will start out with 8 lines plus the additional 8 voicemail boxes for trainers, and these costs will increase due to personnel needs.

Internet. The center will start with 8 computers in the main office, and the number will increase with personnel needs.

Travel. Travel for the Center will include attendance at funding workshops, conference expenses, and miscellaneous mileage not covered by the contracts/grants.

Printing and Binding. This will cover the expense of printing and binding reports, printing Center brochures and Center staff business cards, printing other Center materials for dissemination, etc.

Copying (Wolfcopy). This includes any copying requirements for the Center that is not directly related to contract and grant deliverables. Departmental data were used in calculating cost of Center copying needs.

Repairs and Maintenance. This will only be in years 4 and 5 for any repair to or maintenance on equipment or any other structures.

Freight and Express. Used for shipping of any needed items.

Insurance and Bonding. Insurance is used to cover such items as computer equipment and any other equipment that may need insurance coverage.

Rent. The Center requires 5 offices, 1 conference room, storage space, restroom, and a kitchenette. The total required square footage is approximately 1800 sq. ft.

Advisory Council Meeting. This will cover the expenses related to bi-annual Advisory Council Meetings for approximately 15 council members and three family representatives. This includes travel for individuals not employed by the Center, refreshments, location rental, etc.

Collaborative Planning. This is for a kick-off symposium in Year One and continued collaborative planning meetings. The symposium expenses will include travel and honorariums for presenters, location rental, refreshments, and other related expenses.

Startup/Equipment. The cost is highest in the first year when the offices will need to be set up. Subsequent costs are for some expansion and replacement. Required are desktop computers, laptops, printers, copier, scanners, telephones, telephone connections, TV-DVD player, projectors, desks, chairs, computer desks, conference table and chairs, shelving and filing cabinets. The approximate cost for startup/equipment will be \$28,500 in the first year, \$4,000 in year 2 and an additional \$6,000 in years 4 and 5.

Projected Funding Sources

The Center will have multiple funding sources. They are each described below.

Center Director Release Time. For the first three years, half of the Center director's 12-month salary/benefits is based in the Center and the other half is based in the Department of Social Work (where the Center director is a member of the graduate faculty). During the first three years, the salary release (minus any course reduction costs) goes to the Center for the first 50% of the Center director's salary; and any salary release above the first 50% (plus any course buy-outs) goes to the Department of Social Work. Beginning in the fourth year (2011-2012), the College provides funds for a 9-month Center director appointment with the Center securing funds to cover the additional costs for the 12-month appointment through contracts. Thus, at this time the College's support for the Center director's salary and benefits decreases in both the Center and the Department of Social Work. This means that the Center receives the salary release for the first 50% of the 9-month salary (minus any course reductions) plus the amount of salary release funds to bring the salary back to 12 months. Any remaining salary release funds are distributed to the Department of Social Work.

College (CHASS). This recurring contribution is the equivalent of the second half of the Center director's salary and benefits at a 12-month appointment in the first three years and at a 9-month appointment thereafter.

Facilities & Administration (F&A). The Center will follow the College's principle for distribution of F&A. As the unit generating the F&A and managing grant activities, the Center will receive an allocation of 30% of what it has produced. This leaves 70% for the university and college.

Task Orders for Service Center. The proposed Center Director regularly receives requests for training and consultation from within and outside the country. Such requests will be managed as task orders through a service center established in the proposed Center.

Vice Chancellor for Research and Graduate Studies. The Vice Chancellor has agreed to fund a half-time accounting technician for two years.