

FLORIDA STATE UNIVERSITY

*Centers and Institutes Review 2010*

SEPTEMBER 2011

## EXECUTIVE SUMMARY

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The purpose of this review is to assess the activities of several Centers and Institutes. Some are within the College of Education and the College of Social Sciences. In addition, Centers and Institutes from Arts and Sciences, Visual Arts, Theatre and Dance and the Institute of Science and Public Affairs (ISPA) are included. This is consistent with the BOG requirement that each Center and Institute at Florida State University is evaluated in depth every 7 years. To the extent possible, scheduling of the reviews is consistent with the program calendar used for our Quality Enhancement Reports (QERs).

Included within this review are the following Centers and Institutes:

- Statistical Consulting Center
- Center for Intensive English Studies
- Center for the Study of Counseling and Career Development
- John Scott Dailey Florida Institute of Government
- Center for the Study of Democratic Performance
- LeRoy Collins Institute
- Maggie Allesee National Center for Choreography

The Centers and Institutes included in this year's review offer services to students, faculty and the community in a variety of areas through efforts locally, nationally and internationally. One offers statistical assistance for graduate students and faculty to support research; one provides opportunities for students to learn English as a second language as well as to prepare students for travelling to international locations as teachers of English; and one works closely with the FSU Career Center to provide opportunities for the use of technology in their efforts.

Other Centers provide services to students, faculty and information and support to a larger community. Two of them are focused on the democratic process. One supports student and faculty research. The other assists state and local governments and quasi-governmental groups with technical assistance, workshops and conferences on planning and program evaluation of budgetary and substantive issues. Both of these Centers provide education and training. One of the Institutes is dedicated to the broad ideal of working with communities and other universities to improve the lives of all of Florida's citizens.

A survey was sent in February 2011 asking for information in the following areas:

- Contact information
- Mission statement
- Activities in support of the mission
- Strengths and weaknesses
- Funding
- Benefits to students
- Faculty opportunities
- Community enhancement and opportunities

Funding of the Centers and Institutes in this year's report varies. Two of the Centers are funded with small amounts of E&G only. These Centers have an indirect return on investment (ROI) through the increased effectiveness of students they serve. Three of the Centers show a direct return on investment of E&G funding and two of them receive no E&G and are funded solely through national and state grants. One Institute obtains a good deal of its funding from state and local government contracts nationwide.

Each of these funding patterns is explored in greater detail for each Center or Institute within the report.

The Center for Education, Research and Policy Studies, scheduled for review in this cycle, has been terminated and is not included in this report.

The Center for the Study of Values in College Student Development and the Hardee Center for Women in Higher Education mentioned last year have been merged into a new center named the Hardee Center on Leadership & Values. Since this Center is so recently created, it will be scheduled for review within the next 7-year cycle when all other centers located in the College of Education will be reviewed.

## DESCRIPTION OF CENTER OR INSTITUTE

### STATISTICAL CONSULTING CENTER

*Director: Dr. Steven Ramsier*

The Center's mission is to provide statistical support to faculty for research and to graduate students for thesis work and assistance in upper level courses. It is dedicated to improving the quality of statistical information used in and outside research fields. To this end, its activities include translating graduate students' research hypotheses into statistical terms; assisting in the interpretation and presentation of statistical results (including computer output);

advising on the choice of statistical methods and computer programs; assisting in the design or evaluation of experiments and sampling procedures; and tutoring help for upper division courses involving statistical analyses.

**THE FREDERICK L. JENKS CENTER FOR INTENSIVE ENGLISH STUDIES**

*Director: Dr. Patrick Kennell*

The Center for Intensive English Studies (CIES) provides professional instruction in English language to non-native speakers of English. The Center is an operational unit and not a typical Center operation. The Center prepares international scholars for full-time study in English-medium universities and serves as a feeder program to graduate departments on campus. In addition, CIES serves as a resource center for the university by providing instruction for enrolled students who require assistance in English-as-a-Second Language, by evaluating the language proficiency of non-native speakers, and by advising departments regarding language policies and second-language learning. CIES also gives FSU students, who are native speakers of English, the foundation and basic skills needed to teach English successfully abroad and therefore enhance the reputation of Florida State.

**CENTER FOR THE STUDY OF COUNSELING AND CAREER DEVELOPMENT (THE TECH CENTER)**

*Director: Dr. Jim Sampson*

*Co-Director: Dr. Janet Lenz*

The Center for the Study of Technology in Counseling and Career Development was established in 1986 to assist practitioners, researchers, software developers, and policy makers in improving the design and use of computer applications in counseling and career development. The Center also assists practitioners, researchers, and policy makers in improving the cost-effectiveness of career service delivery. The work of the Center is institutional, state, national and international in focus. Its activities include research in the field of career problem solving and decision making, designing career services, use of technology in counseling and career development; training of researchers and career practitioners; and providing service to the profession and to FSU's Career Center through professional development activities.

**JOHN SCOTT DAILEY FLORIDA INSTITUTE OF GOVERNMENT**

*Director: Dr. Jeff Hendry*

The mission of the Florida Institute of Government is to enhance the capacity of Florida's governments and communities through education and training, technical assistance, applied research, and public service. In that capacity, the Institute provides open enrollment training sessions, in-person and online, to state and local government agencies throughout the state; provides training sessions, in-person and online, through contracts with various state and local government agencies throughout the state; provides a variety of technical assistance services through contracts with various state and local government agencies. It works in affiliation and collaboration with several universities in the state system. Typical services include strategic community and organizational planning and visioning workshops, conference and event planning services, economic development planning and resource enhancement, program and systems evaluations, facilitation services, and GIS and comprehensive planning services. In addition, the Institute provides association management and support services for government-specific and quasi-governmental groups and provides research and publication support for public administration and political science faculty around the state.

**CENTER FOR STUDY OF DEMOCRATIC PERFORMANCE**

*Director: Dr. William D. Berry*

The Center for the Study of Democratic Performance (CSDP) at Florida State University promotes research on how democratic institutions and processes affect such activities as voting, representation, and policy making in order to assess the extent to which the practice of democracy conforms to democratic ideals. To accomplish this end, the CSDP provides research support for Center faculty and graduate students, offers research assistantships to exceptional undergraduate students, sponsors lectures and conferences, and maintains a working paper series on its web site.

**LEROY COLLINS INSTITUTE**

*Director: Dr. Carol Weissert*

The mission of the LeRoy Collins Institute is to perpetuate the legacy of Governor LeRoy Collins by developing and promoting bold, visionary public policy that will empower and uplift Floridians for generations to come. The Institute is located at Florida State University and works in affiliation and collaboration with the State University System of Florida. Our foremost

mission is conducting high quality, policy relevant research that can be used by state and local policymakers to improve the lives of the citizens of Florida. We identify areas where our research can be more relevant and where little current research exists. We then work with academic researchers, primarily at FSU, to conduct that research. The research is presented to the Collins Institute board which meets three times a year. The board then makes recommendations to state and local policymakers based on the findings supplemented by presentations to the board from interested parties. The research and recommendations are widely disseminated through press releases and press conferences, testimony, presentations before groups, and op ed pieces by the board members or director.

**MAGGIE ALLESEE NATIONAL CENTER FOR  
CHOREOGRAPHY**

*Director: Dr. Jennifer S. B. Calienes*

The mission of the Maggie Allesee National Center for Choreography (MANCC) is to raise the visibility and appreciation of the creative process in dance by 1) providing a model of support for professional choreographic creativity within a comprehensive research university, 2) providing choreographers access to a stimulating environment where experimentation, exploration and life-long learning are both valued and encouraged, and 3) providing opportunities for the students, staff and faculty, the community of Tallahassee and the national dance field at large to engage with the creative process in dance.

# STATISTICAL CONSULTING CENTER

214 OSB  
117 N. Woodward Ave  
P.O. Box 3064330  
Tallahassee, FL 32306-4330

Phone: (850) 644-3218  
Director: Steven Ramsier  
ramsier@stat.fsu.edu  
(850) 644-1441  
Budget and funding contact: Pamela McGhee  
mcghee@stat.fsu.edu  
(850) 644-7412  
Web site: <http://stat.fsu.edu/consult/>

## MISSION AND ACTIVITIES

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*What is the Center's or Institute's mission statement?*

The center's mission is to provide statistical support to graduate students for thesis work and assistance in upper level courses and to faculty for research. We are dedicated to improving the quality of statistical information used in outside research fields.

*Briefly, what activities are consistently performed that move the Center/Institute toward meeting its established mission?*

- a. Translating graduate students' research hypotheses into statistical terms.
- b. Assisting in the interpretation and presentation of statistical results (including computer output).
- c. Advising on the choice of statistical methods and computer programs.
- d. Assisting in the design or evaluation of experiments and sampling procedures.
- e. Tutoring help for upper division course involving statistical analyses.

*What is the Center or Institute best known for?*

A resource for graduate students to obtain advice on statistical issues arising from their research.

*What is the greatest strength of the Center or Institute?*

It provides an excellent learning laboratory for students using the center and for the graduate teaching assistants who staff the center.

*What are the most significant challenges facing the Center or Institute?*

- Frequent turnover of teaching assistants requires frequent training.
- Demand for services is almost exclusively from students. Therefore, the center is geared toward more short term relationships instead of longer-term projects that would offer other potential benefits.

## FUNDING (2005–2006 THROUGH 2009–2010)

*What is the source and amount of expenditures from 2005-2006 to 2009-2010 for the Center/Institute using the following categories?*

Expenditures	2005–2006	2008–2009	2009–2010
University (E&G)	\$32,886	\$32,354	\$38,068
State (General Revenue Other than E&G)	0	0	0
State (C&G)	0	0	0
Federal	0	0	0
Local	0	0	0
Private / nonprofit organization	0	0	0
Endowment proceeds	0	0	0
Proceeds from patents or royalties	0	0	0
Sales from services or products	0	0	0
Others (specify)	0	0	0
<b>Total expenditures</b>	<b>\$32,886</b>	<b>\$32,354</b>	<b>\$38,068</b>

**ENDOWMENT INFORMATION**

*Has the Center/Institute received support in whole or in part by proceeds from an endowment?* NA

*What is the amount of the endowment?*

*Where is the endowment managed?*

*Does the C/I spend only interest earnings?*

*Does the C/I spend part of the capital of the endowment?*

**CONTRACT AND GRANT INFORMATION**

	2005–2006	2008–2009	2009–2010
Number of proposals submitted	0	0	0
Number of proposals funded	0	0	0
Proposals Made Jointly with Individuals not Directly associated with the Center / Institute	0	0	0
Total awards	0	0	0

*Were any of the contracts or grants multi-year?* NA

*How many years does the Center or Institute have left on any current contract or grant (past 2009-2010)?*

*Have any contracts or grants been renewed in the period from 2005-2010 and, if so, how many?*

**OTHER CENTER OR INSTITUTE ACTIVITIES**

*Has the Center/Institute generated any patents or royalties?* NA

*Has the Center or Institute applied for a patent that has not yet been granted? If so, please describe.* NA

*Comments or additional information.*

**EMPLOYMENT**  
(2005–2006 THROUGH 2009–2010)

**UNIVERSITY POSITIONS ASSOCIATED WITH THE C/I:**

	2005–2006	2008–2009	2009–2010
Number of Faculty (FTE)	.06	.075	.075
Number of A&P and USPS positions (FTE)	1	0	0
Total Positions	.06	.075	.075

**STUDENT EMPLOYMENT (INCLUDE GRADUATE AND UNDERGRADUATE):**

	2005–2006	2008–2009	2009–2010
Number of research assistants employed (FTE)	0	0	0
Number of teaching assistants employed (FTE)	1.2	1	1.2
Number of interns (with stipend or OPS)	0	0	0
Number of interns (without pay)	0	0	0
Total student positions	1.2	1	1.2

**OTHER STUDENT FINANCIAL BENEFITS  
(INCLUDING GRADUATE AND UNDERGRADUATE):**

	2005–2006 Number/Amount	2008–2009 Number/Amount	2009–2010 Number/Amount
Out of state tuition waivers	0/0	1/\$10,824	2/\$21,648
Student fellowships	0/0	0/0	0/0
Scholarships	0/0	0/0	0/0
Post-doctoral support	0/0	0/0	0/0
Amt of student travel support	0/0	0/0	0/0
Amt of registration for student conference attendance	0/0	0/0	0/0
Other support (specify)	0/0	0/0	0/0

**RESEARCH AND EXTENSION**

(2005–2006 THROUGH 2009–2010)

*Note: web-delivered and CD-Rom publications are counted in these totals.***PUBLICATIONS IN REFEREED JOURNALS***Note: those credited to a faculty member's primary academic department that are unrelated to the C/I mission are not included.*

	2005–2006	2008–2009	2009–2010
Number of faculty publications	0	0	0
Number of student publications	0	0	0
Number of publications authored jointly with other faculty at FSU	0	0	0
Number of publications authored jointly with students in the C/I	0	0	0
Number of publications authored jointly with faculty at locations other than FSU	0	0	0

*A list of relevant publications is to be available if requested.***OTHER PUBLICATIONS AND CONFERENCE PAPERS**

	2005–2006	2008–2009	2009–2010
Number of extension or outreach publications	0	0	0
Number of national conference papers submitted	0	0	0
Number of national conference papers accepted	0	0	0
<i>DATE, CONFERENCE AND NAME OF PRESENTATION(S)</i>			0
Number of regional conference papers submitted	0	0	0
Number of regional conference papers accepted	0	0	0
<i>DATE, CONFERENCE AND NAME OF PRESENTATION(S)</i>			

**ANNUAL REPORT***Does the Center or Institute produce an annual report? If so, please have copies available or provide a web link.*Yes. Reports may be found at: <http://stat.fsu.edu/consult/>

## STUDENT PUBLICATIONS

	2005–2006	2008–2009	2009–2010
Number of student theses credited to or associated with the C/I	0	0	0
Number of dissertations	0	0	0
Number of any other student papers	0	0	0

## PROFESSIONAL DEVELOPMENT AND ASSISTANCE

## Consulting

	2005–2006	2008–2009	2009–2010
Number of consulting contracts	0	0	0
Name of consulting recipient(s)	Numerous See annual report	Numerous See annual report	Numerous See annual report
Consulting Subject or Topic	Various Statistical Topics	Various Statistical Topics	Various Statistical Topics
Amount of funding provided through general funds of the C/I	NA	NA	NA
Amount of funding obtained through contract in addition to general C/I funds	0	0	0

## Technical Assistance

	2005–2006	2008–2009	2009–2010
Number of technical assistance sessions or seminars offered	0	0	0
Name of technical assistance recipient(s)	Numerous See annual report	Numerous See annual report	Numerous See annual report
Technical Assistance Subject or Topic	Various Statistical Topics	Various Statistical Topics	Various Statistical Topics
Amount of funding	0	0	0

## CONFERENCES OR SYMPOSIA

How many conferences or symposia has the Center or Institute sponsored or hosted from 2005-2006 through 2009-2010? Please list.

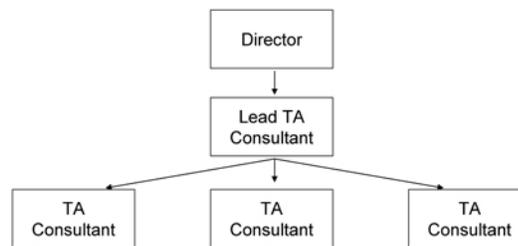
NA

Comments or additional information

## MANAGEMENT

Center/Institute organizational chart

**Statistical Consulting Center  
Organizational Chart**



Is the Center or Institute legislatively created?

No

Does the Center/Institute have an advisory board?

NA

How often are meetings held?

NA

Does the board manage the C/I or does it serve in an advisory capacity?

NA

Please describe and include a list of current members.

How long has the Center/Institute director served?

6 years

How does the Center/Institute directorship change?

Appointment by the Chair of the Statistics Department

Are there other issues associated with management transition?

NA

If there are multiple sites, how are they administered? Who has the final oversight?

N/A

Comments or additional information

**ADDITIONAL ISSUES**

*Issues facing the Center or Institute*

- Technology needs
  - Consulting center clients increasingly use many different types of statistical software. The Center is limited in that it only has access to software for which the Statistics Department has a license. It would be better if it were able to have the ability to obtain licenses for about three or four more of the most popular statistical software packages currently in use.
  - Although the Center is able to use the computer that Strozier Library provides (contained in the office for the consulting center they also provide), it would benefit from a dedicated computer for the Center with a projection device to enhance consultations.
  
- Personnel/Staffing needs
  - Under the current model with a TA-centered consulting center, the Center has been able to meet the current campus demand which is primarily graduate student thesis work and upper division statistical tutoring. If that continues to be the market then the Center anticipates adequate staffing with graduate students in this service-oriented role.
  - However, the Center believes it is are not nearly meeting our potential as it is not currently equipped to facilitate contract and grants opportunities from within the university and external organizations. The Center believes a full time faculty position in the consulting center is necessary for the development of a new business model for the center. It believes a missing ingredient has been the marketing of the center's capabilities and potential services. The Center feels this would take the focused time of a fulltime individual to increase the center's visibility and to attract currently untapped revenue sources.

**OVERALL EVALUATION**

- ✓ The Center provides assistance that is consistent with its mission. Their activity centers around graduate student needs regarding statistical methods in their course of study and research, but the Statistical Center wishes to expand its services to include additional support for faculty research as well.
- ✓ All funding is University E&G from their department.
- ✓ The Statistical Center provides a necessary service to students from disciplines campus-wide. This assistance furthers success in statistical study and research at the graduate level. It also provides student employment for a few teaching assistants.
- ✓ No changes to the Center's mission or structure are needed.
- ✓ The Center would like to pursue other sources of funding to expand their offerings.
- ✓ There is no need for a change in classification.
- ✓ Retain active status

# THE FREDERICK L. JENKS CENTER FOR INTENSIVE ENGLISH STUDIES

145 Convocation Way

Phone: (850) 644-4797

Director: Dr. Patrick Kennell

pkennell@fsu.edu

(850) 644-9761 or (850) 284-0155 (cell)

Budget and funding contact: Lisa McClellan

lmcclellan@admin.fsu.edu

(850) 644-4797

Web site: <http://cies.fsu.edu>

## MISSION AND ACTIVITIES

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*What is the Center's or Institute's mission statement?*

The Center for Intensive English Studies (CIES) provides professional instruction in English language to non-native speakers of English. The Center prepares international scholars for full-time study in English-medium universities and serves as a feeder program to graduate departments on campus. In addition, CIES serves as a resource center for the university by providing instruction for enrolled students who require assistance in English-as-a-Second Language, by evaluating the language proficiency of non-native speakers, and by advising departments regarding language policies and second-language learning. CIES also gives FSU students, who are native speakers of English, the foundation and basic skills needed to teach English successfully abroad and therefore enhance the reputation of Florida State.

*Briefly, what activities are consistently performed that move the Center/Institute toward meeting its established mission?*

- a. CIES delivers high-quality English language instruction on a year-round basis. Students move quickly through CIES and reach the necessary English language proficiency needed to succeed at an American university.
- b. The ITA program services all graduate departments on campus by providing assessment of the English speaking ability of potential international Teaching Assistants. CIES also provides credit-bearing classes for those international graduate students who need their proficiency in spoken English developed. As a result, due in part to our efforts to educate departments on the subsection scores of the TOEFL, FSU graduate programs are

- admitting international students with higher English speaking proficiency as indicated by their TOEFL and SPEAK scores than in previous years.
- c. CIES is also a valuable resource for all FSU graduate departments because it serves as a feeder program in providing graduate students whose English has been polished and advanced. Therefore, these students are better prepared than most international students who come directly into FSU. Former CIES students have the language and cultural knowledge to take advantage of all that is offered here at FSU both in and out of the classroom.
  - d. Many more FSU students are now going abroad to study and many of these students will also teach English abroad. CIES provides an intensive course in TEFL or Teaching English as a Foreign Language. Students who participate in this course can then go abroad confident in their abilities to provide good, competent English language instruction.
  - e. CIES is an integral part of Florida State's Global Pathways Certificate program. Through its stellar Conversation Partner Program, CIES provide opportunities for FSU students to deeply interact on a daily basis with its international population.
  - f. CIES works closely with the School of Teacher Education, and specifically the Multilingual-Multicultural program. CIES provides internship possibilities to graduate students in this program. In addition, the director of CIES has a courtesy faculty appointment in the MMED program and teaches at least 1 to 2 classes there a year.

*What is the Center or Institute best known for?*

Providing the highest quality English language instruction in the region to students planning on attending Florida State University or another US University.

*What is the greatest strength of the Center or Institute?*

The instructors and staff and “family-like atmosphere” they promote. Our instructors are all highly qualified and motivated to not only provide the English instruction necessary for their students' language development but also the cultural knowledge needed to successfully pursue their education at an American university. Our staff provides incredible customer service to CIES students and helps the students (with their limited English skills) adjust to living in a foreign country far from their friends and family. All of this combines to create a “family” that gives students a very strong foundation for their studies in the United States.

What are the most significant challenges facing the Center or Institute?

Student enrollment has sky-rocketed over the last year and CIES has doubled in size. This has come with many challenges. The biggest challenge has been controlling the growth so that quality of instruction and services are maintained.

## FUNDING (2005–2006 THROUGH 2009–2010)

What is the source and amount of expenditures from 2005-2006 to 2009-2010 for the Center/Institute using the following categories?

Expenditures	2005–2006	2008–2009	2009–2010
University (E&G)	\$33,788	\$78,284	\$115,567
State (General Revenue Other than E&G)	0	0	0
State (C&G)	0	0	\$0
Federal	0	0	0
Local	0	0	0
Private / nonprofit organization	0	0	0
Endowment proceeds	0	0	0
Proceeds from patents or royalties	0	0	0
Sales from services or products	0	0	0
Others (Auxiliary)	\$428,792	\$584,489	\$684,465
<b>Total expenditures</b>	<b>\$462,580</b>	<b>\$662,773</b>	<b>\$800,032</b>

## ENDOWMENT INFORMATION

Has the Center/Institute received support in whole or in part by proceeds from an endowment?

No

What is the amount of the endowment?

Where is the endowment managed?

Does the C/I spend only interest earnings?

## CONTRACT AND GRANT INFORMATION

	2005–2006	2008–2009	2009–2010
Number of proposals submitted	0	0	0
Number of proposals funded	0	0	0
Proposals Made Jointly with Individuals not Directly associated with the Center / Institute	0	0	0
Total awards	0	0	0

*Were any of the contracts or grants multi-year?* NA

*How many years does the Center or Institute have left on any current contract or grant (past 2009-2010)?*

*Have any contracts or grants been renewed in the period from 2005-2010 and, if so, how many?*

## OTHER CENTER OR INSTITUTE ACTIVITIES

*Has the Center/Institute generated any patents or royalties?* NA

*Has the Center or Institute applied for a patent that has not yet been granted? If so, please describe.* NA

*Comments or additional information.*

## EMPLOYMENT

(2005–2006 THROUGH 2009–2010)

## UNIVERSITY POSITIONS ASSOCIATED WITH THE C/I:

	2005–2006	2008–2009	2009–2010
Number of Faculty (FTE)	3	3	4
Number of A&P and USPS positions (FTE)	3	3	2.5
Total Positions	6	6	6.5

**STUDENT EMPLOYMENT (INCLUDE GRADUATE AND UNDERGRADUATE):**

	2005–2006	2008–2009	2009–2010
Number of research assistants employed (FTE)	0	0	0
Number of teaching assistants employed (FTE)	3	3	5
Number of interns (with stipend or OPS)	0	0	0
Number of interns (without pay)	7	5	5
<b>Total student positions</b>	<b>10</b>	<b>8</b>	<b>10</b>

**OTHER STUDENT FINANCIAL BENEFITS  
(INCLUDING GRADUATE AND UNDERGRADUATE):**

	2005–2006 Number/Amount	2008–2009 Number/Amount	2009–2010 Number/Amount
Out of state tuition waivers	0/0	0/0	0/0
Student fellowships	0/0	0/0	0/0
Scholarships	0/0	0/0	0/0
Post-doctoral support	0/0	0/0	0/0
Amt of student travel support	0/0	0/0	0/0
Amt of registration for student conference attendance	0/0	0/0	0/0
Other support (specify)	0/0	0/0	0/0

**RESEARCH AND EXTENSION  
(2005–2006 THROUGH 2009–2010)**

*Note: web-delivered and CD-Rom publications are counted in these totals.*

**PUBLICATIONS IN REFEREED JOURNALS**

*Note: those credited to a faculty member's primary academic department that are unrelated to the C/I mission are not included.*

	2005–2006	2008–2009	2009–2010
Number of faculty publications	0	0	1
Number of student publications	0	0	0
Number of publications authored jointly with other faculty at FSU	0	0	0
Number of publications authored jointly with students in the C/I	0	0	0
Number of publications authored jointly with faculty at locations other than FSU	0	0	0

*A list of relevant publications is to be available if requested.*

## OTHER PUBLICATIONS AND CONFERENCE PAPERS

	2005–2006	2008–2009	2009–2010
Number of extension or outreach publications	0	0	0
Number of national conference papers submitted	0	0	0
Number of national conference papers accepted	0	0	0
DATE, CONFERENCE AND NAME OF PRESENTATION(S)			0
Number of regional conference papers submitted	0	0	0
Number of regional conference papers accepted	0	0	0
DATE, CONFERENCE AND NAME OF PRESENTATION(S)	0	0	0

## ANNUAL REPORT

*Does the Center or Institute produce an annual report? If so, please have copies available or provide a web link.*

Yes. Copies are available at the Center's office.

## STUDENT PUBLICATIONS

	2005–2006	2008–2009	2009–2010
Number of student theses credited to or associated with the C/I	0	0	1
Number of dissertations	1	0	0
Number of any other student papers	2	0	0

## PROFESSIONAL DEVELOPMENT AND ASSISTANCE

## Consulting

	2005–2006	2008–2009	2009–2010
Number of consulting contracts	0	0	0
Name of consulting recipient(s)	0	0	0
Consulting Subject or Topic	0	0	0
Amount of funding provided through general funds of the C/I	0	0	0
Amount of funding obtained through contract in addition to general C/I funds	0	0	0

**Technical Assistance**

	2005–2006	2008–2009	2009–2010
Number of technical assistance sessions or seminars offered	0	0	0
Name of technical assistance recipient(s)	0	0	0
Technical Assistance Subject or Topic	0	0	0
Amount of Funding	0	0	0

**CONFERENCES OR SYMPOSIA**

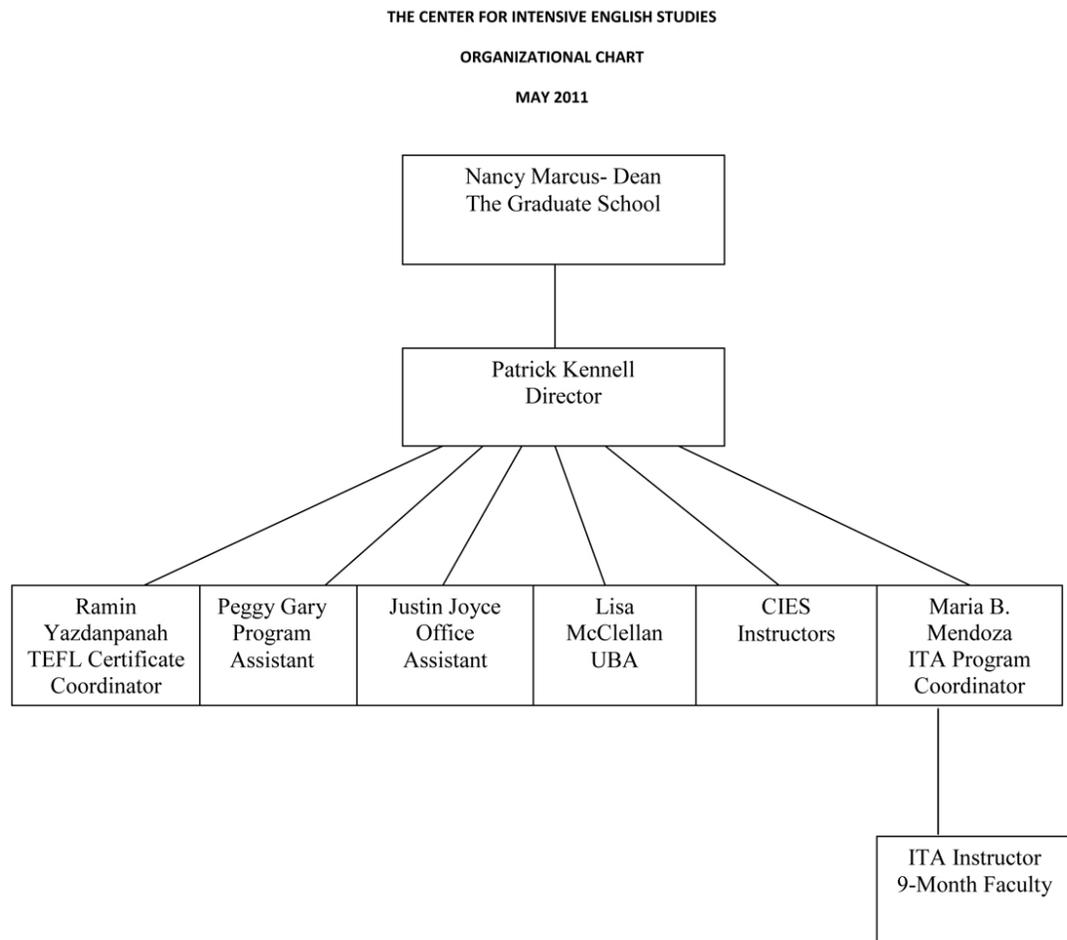
*How many conferences or symposia has the Center or Institute sponsored or hosted from 2005-2006 through 2009-2010? Please list.*

None

*Comments or additional information*

**MANAGEMENT**

*Center/Institute organizational chart*



<i>Is the Center or Institute legislatively created?</i>	No
<i>Does the Center/Institute have an advisory board?</i>	No
<i>How often are meetings held?</i>	NA
<i>Does the board manage the C/I or does it serve in an advisory capacity?</i>	NA
<i>Please describe and include a list of current members.</i>	NA
<i>How long has the Center/Institute director served?</i>	Nine years
<i>How does the Center/Institute directorship change?</i>	We have only changed hands one time in the 30 year history of CIES.
<i>Are there other issues associated with management transition?</i>	No
<i>If there are multiple sites, how are they administered? Who has the final oversight?</i>	N/A
<i>Comments or additional information</i>	

**ADDITIONAL ISSUES**

*Issues facing the Center or Institute*

- Infrastructure needs: More space is needed. As the enrollment has grown so has the space needs for additional classrooms and faculty work space.
- Administration:
- Technology needs
- Personnel/Staffing needs
- Grant writing support, including requirements for continuation funding
- Grant accounting
- Grant processing
- Budget support

**OVERALL EVALUATION**

- ✓ The Center for Intensive English Studies clearly meets its defined goals of providing instruction in English to students who are non-native speakers. It also provides services to students planning to study abroad whose responsibilities may include teaching English in a foreign country.
- ✓ The current return on investment of E&G is 1:5.9.
- ✓ The Center serves a need on campus to assist our students (primarily graduate students) with their successful educational experience and should continue. As a result of the Center's activities, FSU is admitting international students with higher English speaking proficiency and preparing native English-speaking students for successful international experiences. This serves to enhance the multicultural nature of our campus community.
- ✓ There is no need to change their mission or organizational structure.
- ✓ The Center is funded from E&G but primarily from Auxiliary funds which adequately support the Center. As the Center expands, its greatest need is for additional space.
- ✓ There is no change in classification needed.
- ✓ Retain active status

# CENTER FOR THE STUDY OF TECHNOLOGY IN COUNSELING AND CAREER DEVELOPMENT (THE TECH CENTER)

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Co-Director: Janet G. Lenz  
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Budget and funding contact: Bryan Richards  
brichards@fsu.edu  
Web site: <http://www.career.fsu.edu/techcenter>

## MISSION AND ACTIVITIES

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*What is the Center's or Institute's mission statement?*

The Center for the Study of Technology in Counseling and Career Development was established in 1986 to assist practitioners, researchers, software developers, and policy makers in improving the design and use of computer applications in counseling and career development. The Center also assists practitioners, researchers, and policy makers in improving the cost-effectiveness of career service delivery. The work of the Center is institutional, state, national and international in focus.

*Briefly, what activities are consistently performed that move the Center/Institute toward meeting its established mission?*

- Research in the field of career problem solving and decision making, designing career services, use of technology in counseling and career development
- Training of researchers and career practitioners
- Service—providing service to the profession and to FSU's Career Center through professional development activities

*What is the Center or Institute best known for?*

- Cognitive Information Processing Theory
- Design and use of information technology in counseling and career development

*What is the greatest strength of the Center or Institute?*

Modeling best practices for integrating career theory with practice. Mentoring and training of students and other professionals to conduct research and produce professional publications and conference submissions;

*What are the most significant challenges facing the Center or Institute?*

Identifying funding to support the work of the Center.

## FUNDING (2005–2006 THROUGH 2009–2010)

*What is the source and amount of expenditures from 2005-2006 to 2009-2010 for the Center/Institute using the following categories?*

Expenditures	2005–2006	2008–2009	2009–2010
University (E&G)	0	0	0
State (General Revenue Other than E&G)	0	0	0
State (C&G)	\$3,200	\$2,400	\$1,600
Federal	0	0	0
Local	0	0	0
Private / nonprofit organization	0	0	0
Endowment proceeds	0	0	0
Proceeds from patents or royalties	0	0	0
Sales from services or products	0	0	0
Others (specify)	0	0	0
<b>Total expenditures</b>	<b>\$3,200</b>	<b>\$2,400</b>	<b>\$1,600</b>

## ENDOWMENT INFORMATION

*Has the Center/Institute received support in whole or in part by proceeds from an endowment?*

NA

*What is the amount of the endowment?*

NA

*Where is the endowment managed?*

NA

*Does the C/I spend only interest earnings?*

*Does the C/I spend part of the capital of the endowment?*

NA

## CONTRACT AND GRANT INFORMATION

	2005–2006	2008–2009	2009–2010
Number of proposals submitted	0	0	0
Number of proposals funded	0	0	0
Proposals Made Jointly with Individuals not Directly associated with the Center / Institute	0	0	0
Total awards	0	0	0

*Were any of the contracts or grants multi-year?* NA

*How many years does the Center or Institute have left on any current contract or grant (past 2009-2010)?* NA

*Have any contracts or grants been renewed in the period from 2005-2010 and, if so, how many?* NA

## OTHER CENTER OR INSTITUTE ACTIVITIES

*Has the Center/Institute generated any patents or royalties?* No

*Has the Center or Institute applied for a patent that has not yet been granted? If so, please describe.* No

*Comments or additional information.*

## EMPLOYMENT

(2005–2006 THROUGH 2009–2010)

## UNIVERSITY POSITIONS ASSOCIATED WITH THE C/I:

	2005–2006	2008–2009	2009–2010
Number of Faculty (FTE)	0	0	0
Number of A&P and USPS positions (FTE)	0	0	0
Total Positions	0	0	0

**STUDENT EMPLOYMENT (INCLUDE GRADUATE AND UNDERGRADUATE):**

	2005–2006	2008–2009	2009–2010
Number of research assistants employed (FTE)	1 (4@.25)	.75(3@.25)	.50(2@.25)
Number of teaching assistants employed (FTE)	0	0	0
Number of interns (with stipend or OPS)	0	0	0
Number of interns (without pay)	0	0	0
Total student positions	4	3	2

**OTHER STUDENT FINANCIAL BENEFITS  
(INCLUDING GRADUATE AND UNDERGRADUATE):**

	2005–2006	2008–2009	2009–2010
	Number/Amount	Number/Amount	Number/Amount
Out of state tuition waivers	0/0	0/0	0/0
Student fellowships	0/0	0/0	0/0
Scholarships	0/0	0/0	0/0
Post-doctoral support	0/0	0/0	0/0
Amt of student travel support	0/0	0/0	0/0
Amt of registration for student conference attendance	0/0	0/0	0/0
Other support (specify)	0/0	0/0	0/0

**RESEARCH AND EXTENSION**

(2005–2006 THROUGH 2009–2010)

*Note: web-delivered and CD-Rom publications are counted in these totals.***PUBLICATIONS IN REFEREED JOURNALS***Note: those credited to a faculty member's primary academic department that are unrelated to the C/I mission are not included.*

	2005–2006	2008–2009	2009–2010
Number of faculty publications	5*	8*	10*
Number of student publications	**	**	**
Number of publications authored jointly with other faculty at FSU	1	2	3
Number of publications authored jointly with students in the C/I	**	**	**
Number of publications authored jointly with faculty at locations other than FSU	2	1	6

*\*This total includes the ones below.**\*\*All student publications include faculty co-authors and are counted in the faculty total.**A list of relevant publications is to be available if requested.*

A significant number of the Center's publications are included in a bibliography hosted on the Center's web site: [www.career.fsu.edu/techcenter](http://www.career.fsu.edu/techcenter). The bibliography is updated 1-2 times per year.

## OTHER PUBLICATIONS AND CONFERENCE PAPERS

	2005–2006	2008–2009	2009–2010
Number of extension or outreach publications	0	0	0
Number of national conference papers submitted	10	6	4
Number of national conference papers accepted	10	6	4
DATE, CONFERENCE AND NAME OF PRESENTATION(S)	See note	See note	See note
Number of regional conference papers submitted	0	0	0
Number of regional conference papers accepted	0	0	0
DATE, CONFERENCE AND NAME OF PRESENTATION(S)	0	0	0

*Note: This information is too extensive to be included in this evaluation. It includes both national and international conference presentations. The list of conference presentations is available on request.*

## ANNUAL REPORT

Does the Center or Institute produce an annual report? If so, please have copies available or provide a web link. No

## STUDENT PUBLICATIONS

	2005–2006	2008–2009	2009–2010
Number of student theses credited to or associated with the C/I	2	2	3
Number of dissertations	3	6	7
Number of any other student papers	0	0	0

## PROFESSIONAL DEVELOPMENT AND ASSISTANCE

## Consulting

	2005–2006	2008–2009	2009–2010
Number of consulting contracts	0	0	0
Name of consulting recipient(s)	0	0	0
Consulting Subject or Topic	0	0	0
Amount of funding provided through general funds of the C/I	0	0	0
Amount of funding obtained through contract in addition to general C/I funds	0	0	0

**Technical Assistance**

	2005–2006	2008–2009	2009–2010
Number of technical assistance sessions or seminars offered	0	0	1
Name of technical assistance recipient(s)	0	0	0
Technical Assistance Subject or Topic	0	0	0
Amount of Funding	0	0	0

**CONFERENCES OR SYMPOSIA**

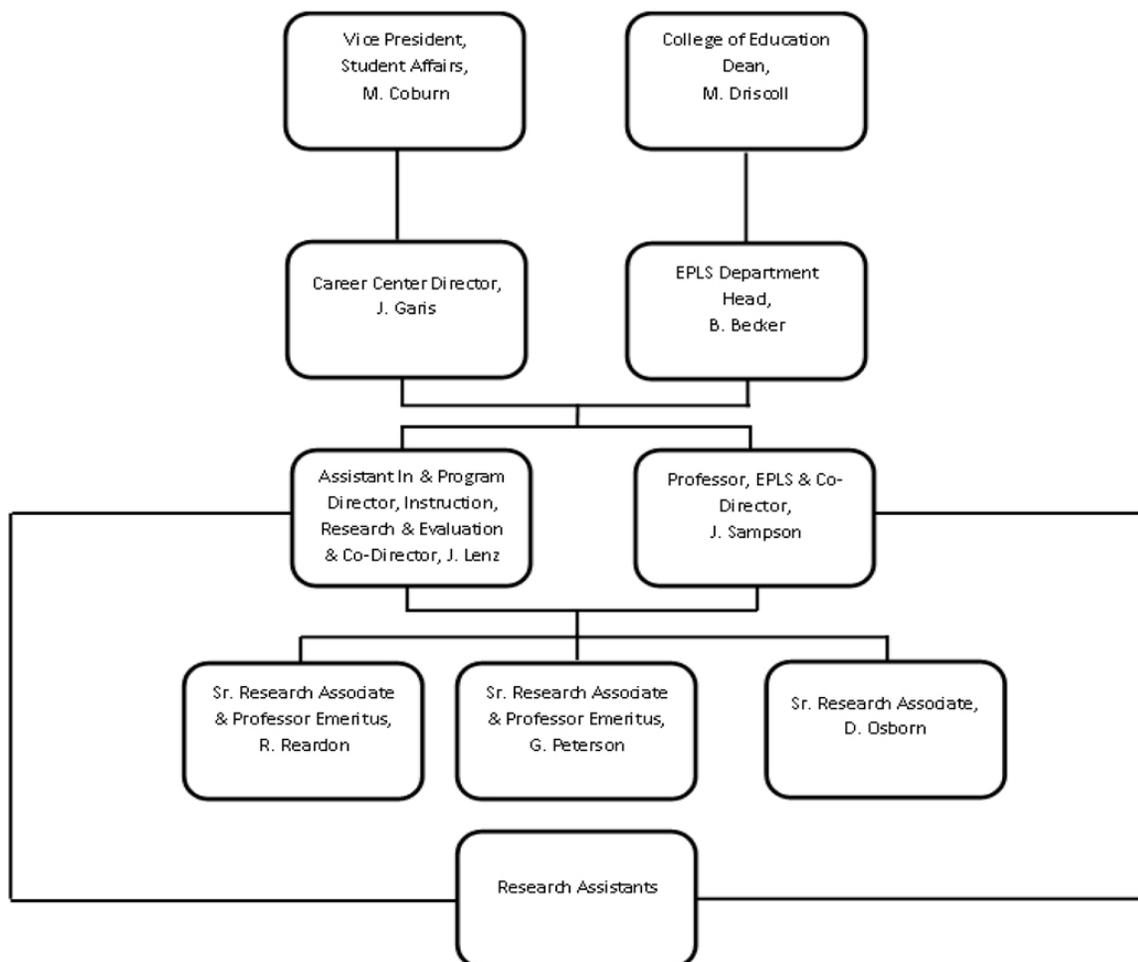
*How many conferences or symposia has the Center or Institute sponsored or hosted from 2005-2006 through 2009-2010? Please list.*

None

*Comments or additional information*

**MANAGEMENT**

*Center/Institute organizational chart*



<i>Is the Center or Institute legislatively created?</i>	No
<i>Does the Center/Institute have an advisory board?</i>	No
<i>How often are meetings held?</i>	NA
<i>Does the board manage the C/I or does it serve in an advisory capacity?</i>	NA
<i>Please describe and include a list of current members.</i>	NA
<i>How long has the Center/Institute director served?</i>	Since 1986 (Sampson) Since 2008 (Lenz)
<i>How does the Center/Institute directorship change?</i>	NA
<i>Are there other issues associated with management transition?</i>	NA
<i>If there are multiple sites, how are they administered? Who has the final oversight?</i>	NA

*Comments or additional information*

**ADDITIONAL ISSUES**

*Issues facing the Center or Institute*

The Center highly values the opportunity to partner with the FSU Career Center. Maintaining this relationship is critical to the ongoing success of the Center’s work.

**OVERALL EVALUATION**

- ✓ The Center's focus is to research, design and promote the use of technology to enhance counseling and career development. This is accomplished through training and professional development to researchers and practitioners as well as its work directly with FSU's career center and numerous conference presentations, both nationally and internationally. Its activities further the mission of the Center.
- ✓ There is no E&G funding. No direct ROI can be calculated.
- ✓ The Center adds functionality to the Career Center and promotes innovative uses of technology in the field of counseling and career development. This assists students using the services of the Career Center at FSU and at other locations where presentations have been made. The Center provides a modest amount of student employment.
- ✓ No changes are necessary in its mission or organizational structure.
- ✓ The Center is funded through a small amount of contracts and grants money at the departmental level. Other than this, no dedicated source of funding exists. The collaboration with the FSU Career Center appears to enhance the functionality of The Tech Center. No plans for budget reduction or expansion are on the horizon.
- ✓ No change in classification is recommended.
- ✓ Retain active status

# JOHN SCOTT DAILEY FLORIDA INSTITUTE OF GOVERNMENT

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University of Central Florida: <http://www.iog.ucf.edu/>

University of South Florida: <http://fiog.usf.edu/>

Florida Gulf Coast University: <http://www.fgcu.edu/iog/>

Florida Atlantic University: <http://www.fau.edu/fiog/>

University of Florida: <http://askew.clas.ufl.edu/history>

## MISSION AND ACTIVITIES

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*What is the Center's or Institute's mission statement?*

The mission of the Florida Institute of Government is to enhance the capacity of Florida's governments and communities through education and training, technical assistance, applied research, and public service.

*Briefly, what activities are consistently performed that move the Center/Institute toward meeting its established mission?*

- open enrollment training sessions, in-person and online, to state and local government agencies throughout the state;
- training sessions, in-person and online, through contracts with various state and local government agencies throughout the state;
- a variety of technical assistance services through contracts with various state and local government agencies. Typical services include strategic community and organizational planning and visioning workshops, conference and event planning services, economic development planning and resource enhancement, program and systems evaluations, facilitation services, and GIS and comprehensive planning services;
- association management and support services for government-specific and quasi-governmental groups; and
- research and publication support for public administration and political science faculty around the state.

*What is the Center or Institute best known for?*

The Florida Institute of Government is best known for its training and technical assistance services. These core services have been the backbone of the Institute since its creation in 1981. The Institute has established a reputation of providing high-quality government experts (faculty, peers, and consultants) who are dedicated to improving the quality of governance in the state.

*What is the greatest strength of the Center or Institute?*

The Institute has two key strengths. Its decentralized structure, with affiliate offices placed strategically around the state, allows the Institute to meet the unique local and regional demands of all government organizations in Florida.

In addition, the Institute's long history of public service give it a deep understanding of the subtleties of Florida's governmental structure and has enabled it to foster, leverage, and sustain strong partnerships with talented faculty, and public and private sector leaders and consultants dedicated to improving the quality of life for Florida's residents.

*What are the most significant challenges facing the Center or Institute?*

The most significant challenge faced by the Florida Institute of Government is funding. The Institute operates from an appropriation awarded through FSU's annual budget and from revenues generated through services. The Institute's annual amount has consistently decreased. And this situation has been compounded by the revenue decreases experienced by its clientele, state and local government agencies and related associations.

## FUNDING

(2005–2006 THROUGH 2009–2010)

What is the source and amount of expenditures from 2005-2006 to 2009-2010 for the Center/Institute using the following categories?

Expenditures	2005–2006	2008–2009	2009–2010
University (E&G)	\$1,017,155	\$928,565	\$835,708
State (General Revenue Other than E&G)	0	0	0
State (C&G)	\$907,640	\$1,380,061	\$992,253
Federal	0	0	0
Local	0	0	0
Private / nonprofit organization	\$7,248	\$21,932	\$33,944
Endowment proceeds	0	0	0
Proceeds from patents or royalties	0	0	0
Sales from services or products	0	\$336,199	\$266,911
Others (specify)	0	0	0
<b>Total expenditures</b>	<b>\$1,929,043</b>	<b>\$2,666,757</b>	<b>\$1,888,816</b>

## ENDOWMENT INFORMATION

Has the Center/Institute received support in whole or in part by proceeds from an endowment? No

What is the amount of the endowment? \$3,952,641.10 (as of 5/11/11)

Where is the endowment managed?

Does the C/I spend only interest earnings?

Does the C/I spend part of the capital of the endowment?

## CONTRACT AND GRANT INFORMATION

	2005–2006	2008–2009	2009–2010
Number of proposals submitted	19	12	5
Number of proposals funded	19	10	3
Proposals Made Jointly with Individuals not Directly associated with the Center / Institute	0	0	0
Total awards	19	10	3

*Were any of the contracts or grants multi-year?* Yes, 3

*How many years does the Center or Institute have left on any current contract or grant (past 2009-2010)?* Less than 1 year

*Have any contracts or grants been renewed in the period from 2005-2010 and, if so, how many?* Yes, 2

## OTHER CENTER OR INSTITUTE ACTIVITIES

*Has the Center/Institute generated any patents or royalties?* No

*Has the Center or Institute applied for a patent that has not yet been granted? If so, please describe.* No

*Comments or additional information.*

## EMPLOYMENT

(2005–2006 THROUGH 2009–2010)

## UNIVERSITY POSITIONS ASSOCIATED WITH THE C/I:

	2005–2006	2008–2009	2009–2010
Number of Faculty (FTE)	3	1	0
Number of A&P and USPS positions (FTE)	7	8.75	9.19
Total Positions	10	9.75	9.19

**STUDENT EMPLOYMENT (INCLUDE GRADUATE AND UNDERGRADUATE):**

	2005–2006	2008–2009	2009–2010
Number of research assistants employed (FTE)	3	1	1
Number of teaching assistants employed (FTE)	0	0	0
Number of interns (with stipend or OPS)	0	0	0
Number of interns (without pay)	0	0	0
<b>Total student positions</b>	<b>3</b>	<b>1</b>	<b>1</b>

**OTHER STUDENT FINANCIAL BENEFITS  
(INCLUDING GRADUATE AND UNDERGRADUATE):**

	2005–2006 Number/Amount	2008–2009 Number/Amount	2009–2010 Number/Amount
Out of state tuition waivers	0/0	0/0	0/0
Student fellowships	0/0	0/0	0/0
Scholarships	0/0	0/0	0/0
Post-doctoral support	0/0	0/0	0/0
Amt of student travel support	0/0	0/0	0/0
Amt of registration for student conference attendance	0/0	0/0	0/0
Other support (In state waiver)	1/\$2,850	1/\$2,941	1/\$3,767

**RESEARCH AND EXTENSION  
(2005–2006 THROUGH 2009–2010)**

*Note: web-delivered and CD-Rom publications are counted in these totals.*

**PUBLICATIONS IN REFEREED JOURNALS**

*Note: those credited to a faculty member's primary academic department that are unrelated to the C/I mission are not included.*

	2005–2006	2008–2009	2009–2010
Number of faculty publications	1	1	1
Number of student publications	0	0	0
Number of publications authored jointly with other faculty at FSU	0	0	0
Number of publications authored jointly with students in the C/I	0	0	0
Number of publications authored jointly with faculty at locations other than FSU	0	0	0

*A list of relevant publications is to be available if requested.*

## OTHER PUBLICATIONS AND CONFERENCE PAPERS

	2005–2006	2008–2009	2009–2010
Number of extension or outreach publications	16	11	9
Number of national conference papers submitted	0	0	0
Number of national conference papers accepted	0	0	0
<i>DATE, CONFERENCE AND NAME OF PRESENTATION(S)</i>	NA	NA	NA
Number of regional conference papers submitted	0	0	0
Number of regional conference papers accepted	0	0	0
<i>DATE, CONFERENCE AND NAME OF PRESENTATION(S)</i>	NA	NA	NA

## ANNUAL REPORT

*Does the Center or Institute produce an annual report? If so, please have copies available or provide a web link.*

No

## STUDENT PUBLICATIONS

	2005–2006	2008–2009	2009–2010
Number of student theses credited to or associated with the C/I	0	0	0
Number of dissertations	0	0	0
Number of any other student papers	0	0	0

## PROFESSIONAL DEVELOPMENT AND ASSISTANCE

**Consulting**

	2005–2006	2008–2009	2009–2010
Number of consulting contracts	15	10	3
Name of consulting recipient(s)	*	*	*
Consulting Subject or Topic	**	**	**
Amount of funding provided through general funds of the C/I	0	0	0
Amount of funding obtained through contract in addition to general C/I funds	\$401,500	\$217,000	\$162,000

\* (2005-2006) Florida Association of Supervisors of Elections; City of Anna Maria; City of Bradenton Beach; City of Bristol; City of Blountstown; Calhoun County; Citrus County Utility; City of Bonita Springs; City of Lynn Haven; City of Destin; City of Palmetto; Pinellas County Clerk of Court; Suwannee River Water Management District; Walton County  
 (2008-2009) City of Anna Maria; City of Bradenton Beach; City of Bristol; Town of White Springs; Liberty County; Hendry County; Town of Branford; Clay County Utility Authority; Leon County Health Department; Volunteer Florida Foundation  
 (2009-2010) Town of Branford; Department of Environmental Protection; Volunteer Florida Foundation

\*\* (2005-2006) Comprehensive Planning; Visioning and Strategic Planning; Process Improvement; development of training manual  
 (2008-2009) Comprehensive Planning; GIS/Mapping; public records management; customer service; non-profit management and fundraising  
 (2009-2010) Comprehensive Planning; executive leadership development; public records management; non-profit management and fundraising

**Technical Assistance**

	2005–2006	2008–2009	2009–2010
Number of technical assistance sessions or seminars offered	47	63	91
Name of technical assistance recipient(s)	*	*	*
Technical Assistance Subject or Topic	**	**	**
Amount of Funding	\$221,500	\$197,000	\$182,500

\* (2005-2006) Northwest Florida League of Cities; Florida Association of City Clerks; Florida Association of Court Clerks; Florida League of Cities; Florida City and County Management Association; Certified Public Technology Leadership; Florida Association of Code Enforcement (2008-2009) Northwest Florida League of Cities; Suwannee River League of Cities; Florida Association of City Clerks; Florida Association of Court Clerks; Certified Public Technology Leadership; Florida Association of Code Enforcement (2009-2010) Northwest Florida League of Cities; Suwannee River League of Cities; Florida Association of City Clerks; Florida Association; Center for Florida Local Government Excellence; North Florida Economic Development Partnership; Certified Public Technology Leadership; Department of Education; Florida Association of Code Enforcement; Florida Wildlife Commission; Department of Financial Services

\*\* (2005-2006) Leadership; management; project management; newly elected officials training; all aspects of court operations; all aspects of city clerk functions; ethics (2008-2009) Leadership; newly elected officials training; management; project management; all aspects of court operations; all aspects of city clerk functions; ethics (2009-2010) Leadership; management; project management; public records management; economic development; all aspects of city clerk functions; ethics

**CONFERENCES OR SYMPOSIA**

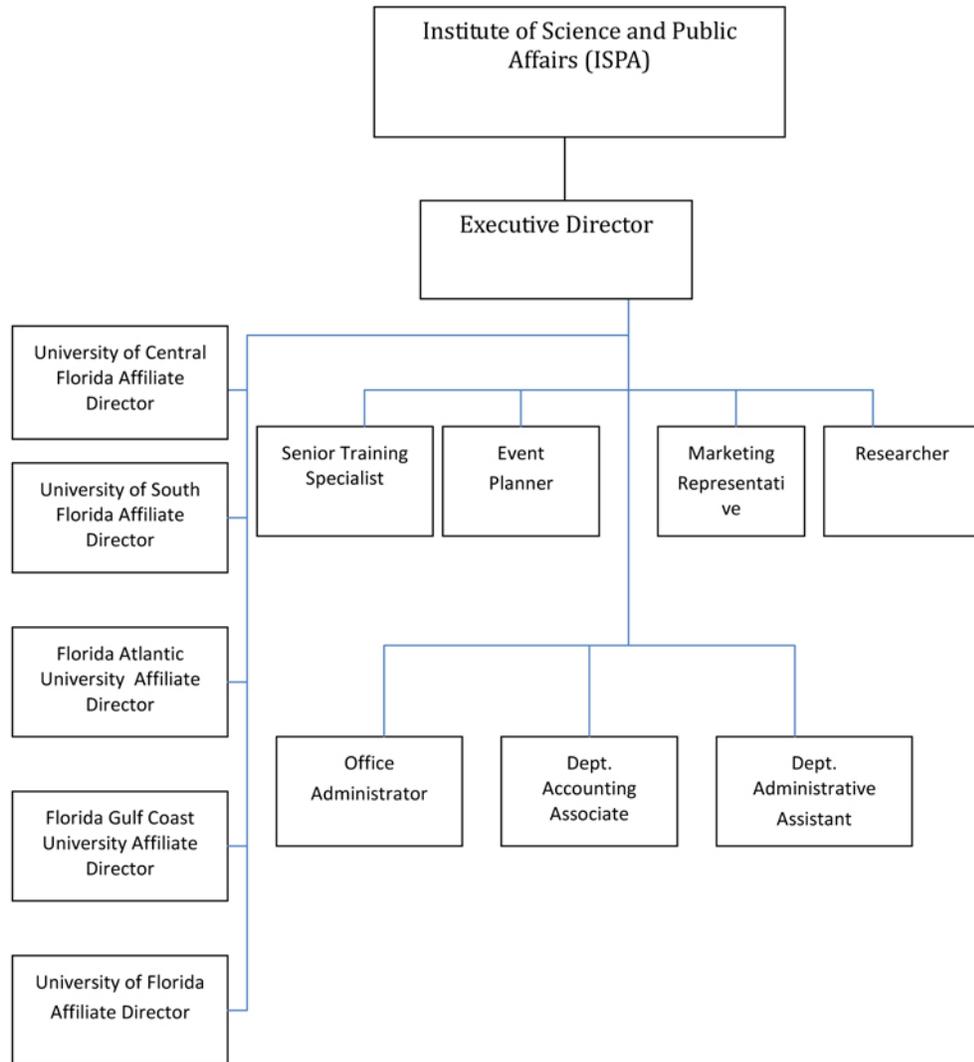
*How many conferences or symposia has the Center or Institute sponsored or hosted from 2005-2006 through 2009-2010? Please list.*

As part of its contracted technical assistance services, the Institute helped various associations coordinate conferences during the years in question, including the Florida Association of City Clerks, the Florida Association of Court Clerks, and the Florida City and County Management Association.

*Comments or additional information*

## MANAGEMENT

*Center/Institute organizational chart*



*Is the Center or Institute legislatively created?*

Yes, the FIOG was created in 1979.

*Does the Center/Institute have an advisory board?*

The Florida Institute of Government does not have an advisory board. Advisory committees have been formed to guide particular projects or programs as needed, and the Institute's regional affiliates can establish advisory boards at the affiliate director's discretion.

*How often are meetings held?*

*Does the board manage the C/I or does it serve in an advisory capacity?*

*Please describe and include a list of current members.*

*How long has the Center/Institute director served?*

8 years

*How does the Center/Institute directorship change?*

The directorship is awarded through FSU's standard hiring process, with the Institute director's immediate supervisor, currently Dr. Robert Bradley, making hiring decisions.

*Are there other issues associated with management transition?*

No

*If there are multiple sites, how are they administered? Who has the final oversight?*

The Florida Institute of Government Executive Office is located at Florida State University. There are regional affiliate offices located at: University of Central Florida (Orlando), University of South Florida (Tampa), Florida Gulf Coast University (Ft. Myers), and Florida Atlantic University (Boca Raton).

These five offices provide a wide range of training and technical assistance services to the state, regional and local government agencies and organizations in their respective university service areas.

In addition, there is an affiliate office at the University of Florida, the Askew Institute, whose mission is to provide public policy research and host policy-related events.

All affiliate offices are administered by a director who has authority to manage his or her program to meet the needs of their constituents. Each affiliate director reports to both his or her campus supervisor and to the Institute's Executive Director. The Executive Office hosts quarterly affiliate director meetings to discuss local, regional and statewide initiatives. In addition, each affiliate office is responsible for submitting quarterly financial reports and mid-year and final program and financial reports. These reports detail the types of services offered by each affiliate, clients served, revenues generated and expenditures in certain categories.

*Comments or additional information*

### **ADDITIONAL ISSUES**

*Issues facing the Center or Institute*

The Institute faces resource issues annually but tackles them through contract and grant proposals.

**OVERALL EVALUATION**

- ✓ The Institute of Government's activities are in furtherance of its mission of enhancing the capacity of Florida's governments and communities. Its products consist primarily of outreach publications, training, consulting and technical assistance to these customers. It provides services statewide through regional affiliate offices with other universities in the SUS. They are located at the University of Central Florida (Orlando), University of South Florida (Tampa), Florida Gulf Coast University (Ft. Myers), and Florida Atlantic University (Boca Raton).
- ✓ The E&G return on investment is 1:1.55. That is, for each dollar invested, the Institute generates \$1.55. The E&G is legislatively appropriated.
- ✓ The Institute provides a public service to state and local government agencies throughout Florida. It also provides association management and support services for related organizations. Research and publication support is provided for Public Administration and Political Science faculty around the State. It should be continued.
- ✓ There is no need to change its mission or organizational structure. Its structure is well suited for collaboration and for statewide coverage of services.
- ✓ Funding for the Institute comes from legislative appropriation, contracts and services provided. These have been reduced in the past few years as part of the overall budget shortfall in the state. The Institute can still operate under its current funding structure.
- ✓ There is no recommendation for change in classification.
- ✓ Retain active status

# CENTER FOR THE STUDY OF DEMOCRATIC PERFORMANCE (CSDP)

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Web site: <http://polisci.fsu.edu/csdp/index.html>

## MISSION AND ACTIVITIES

---

*What is the Center's or Institute's mission statement?*

The Center for the Study of Democratic Performance (CSDP) at Florida State University promotes research on how democratic institutions and processes affect such matters as voting, representation, and policy making in order to assess the extent to which the practice of democracy conforms to democratic ideals.

To accomplish this end, the CSDP provides research support for Center faculty and graduate students, offers research assistantships to exceptional undergraduate students, sponsors lectures and conferences, and maintains a working paper series on its web site.

*Briefly, what activities are consistently performed that move the Center/Institute toward meeting its established mission?*

- a. Funding research by doctoral students
- b. Providing seed money to promote submission of federal grant proposals
- c. Funding research by faculty affiliates
- d. Sponsoring academic conferences and lectures by visiting scholars
- e. Sponsoring public events and forums

What is the Center or Institute best known for?

CSDP is best known for its nationally-visible and productive faculty affiliates.

What is the greatest strength of the Center or Institute?

The greatest strength of CSDP is its faculty and students.

What are the most significant challenges facing the Center or Institute?

CSDP's activities are being funded primarily by a 2007 Social Sciences Program Enhancement Grant (SSPEG). Indirect costs on grants provide additional financial support.

## FUNDING (2005–2006 THROUGH 2009–2010)

What is the source and amount of expenditures from 2005-2006 to 2009-2010 for the Center/Institute using the following categories?

Expenditures	2005–2006*	2008–2009	2009–2010
University (E&G)	NA	\$20,490	\$7,232
State (General Revenue Other than E&G)	NA	0	0
State (C&G)	NA	0	0
Federal	NA	0	0
Local	NA	0	0
Private / nonprofit organization	NA	0	0
Endowment proceeds	NA	0	0
Proceeds from patents or royalties	NA	0	0
Sales from services or products	NA	0	0
Others (specify)	NA	0	0
<b>Total expenditures</b>	<b>NA</b>	<b>\$20,490</b>	<b>\$7,232</b>

Note: NA indicates a year prior to the creation of the Center.

Note: All funds reported in the table in this section were from a 2007 Social Science Program Enhancement Grant (entitled “Establishing a Center for the Study of Democratic Performance at Florida State”) awarded to William Berry (PI) and several co-PIs. Although the expenditures were made from the SSPEG award, they were all on activities supporting the mission of CSDP. The values reported are estimates based on records indicating the time a faculty affiliate requested an expenditure. The table in this section does not reflect expenditures from the grants reported in the section on “Contract and Grant Information” below.

**ENDOWMENT INFORMATION**

<i>Has the Center/Institute received support in whole or in part by proceeds from an endowment?</i>	No
<i>What is the amount of the endowment?</i>	NA
<i>Where is the endowment managed?</i>	NA
<i>Does the C/I spend only interest earnings?</i>	NA
<i>Does the C/I spend part of the capital of the endowment?</i>	NA

**CONTRACT AND GRANT INFORMATION**

	2005–2006	2008–2009	2009–2010
Number of proposals submitted	NA	11	14
Number of proposals funded	NA	10	8
Proposals Made Jointly with Individuals not Directly associated with the Center / Institute	NA	9	2
Total awards	NA	\$1,129,355	\$252,674

*Note: All awards in the table below are for grants that support the missions of both CSDP and the Department of Political Science. The PIs were CSDP affiliates that had appointments in the Department of Political Science. The primary unit listed on each grant proposal was the Department of Political Science, and funds received were placed in Political Science accounts.*

<i>Were any of the contracts or grants multi-year?</i>	Yes
<i>How many years does the Center or Institute have left on any current contract or grant (past 2009-2010)?</i>	1
<i>Have any contracts or grants been renewed in the period from 2005-2010 and, if so, how many?</i>	No

## OTHER CENTER OR INSTITUTE ACTIVITIES

<i>Has the Center/Institute generated any patents or royalties?</i>	No
<i>Has the Center or Institute applied for a patent that has not yet been granted? If so, please describe.</i>	No
<i>Comments or additional information</i>	The Center sponsors research internships by undergraduate students working with CSDP faculty affiliates on projects. In 2008 – 2009, there was one intern working with a CSDP faculty affiliate; in 2009-2010, there were 7 such students.

## EMPLOYMENT

(2005–2006 THROUGH 2009–2010)

## UNIVERSITY POSITIONS ASSOCIATED WITH THE C/I:

	2005–2006	2008–2009	2009–2010
Number of Faculty (FTE)	0	0	0
Number of A&P and USPS positions (FTE)	NA	0	0
Total Positions	NA	0	0

*Note: NA indicates a year prior to the creation of the Center.*

## STUDENT EMPLOYMENT (INCLUDE GRADUATE AND UNDERGRADUATE):

	2005–2006	2008–2009	2009–2010
Number of research assistants employed (FTE)	NA	0	0
Number of teaching assistants employed (FTE)	NA	0	0
Number of interns (with stipend or OPS)	NA	0	0
Number of interns (without pay)	NA	0	0
Total student positions	NA	0	0

*Note: NA indicates a year prior to the creation of the Center.*

**OTHER STUDENT FINANCIAL BENEFITS  
(INCLUDING GRADUATE AND UNDERGRADUATE):**

	2005–2006	2008–2009	2009–2010
	Number/Amount	Number/Amount	Number/Amount
Out of state tuition waivers	0/0	0/0	0/0
Student fellowships	0/0	0/0	0/0
Scholarships	0/0	0/0	0/0
Post-doctoral support	0/0	0/0	0/0
Amt of student travel support	0/0	0/0	0/0
Amt of registration for student conference attendance	0/0	0/0	0/0
Other support (specify)	0/0	0/0	0/0

*Note: NA indicates a year prior to the creation of the Center.*

**RESEARCH AND EXTENSION  
(2005–2006 THROUGH 2009–2010)**

*Note: web-delivered and CD-Rom publications are counted in these totals.*

**PUBLICATIONS IN REFEREED JOURNALS**

*Note: those credited to a faculty member's primary academic department that are unrelated to the C/I mission are not included.*

	2005–2006	2008–2009	2009–2010
Number of faculty publications	NA	22	26
Number of student publications	NA	0	0
Number of publications authored jointly with other faculty at FSU	NA	3	4
Number of publications authored jointly with students in the C/I	NA	0	0
Number of publications authored jointly with faculty at locations other than FSU	NA	10	12

*Note: NA indicates a year prior to the creation of the Center.*

## OTHER PUBLICATIONS AND CONFERENCE PAPERS

	2005–2006	2008–2009	2009–2010
Number of extension or outreach publications	NA	0	2
Number of national conference papers submitted	NA	41	21
Number of national conference papers accepted	NA	41	21
<i>DATE, CONFERENCE AND NAME OF PRESENTATION(S)</i>		See notes	See notes
Number of regional conference papers submitted	NA	0	0
Number of regional conference papers accepted	NA	0	2
<i>DATE, CONFERENCE AND NAME OF PRESENTATION(S)</i>	NA	See notes	0

*Note: NA indicates a year prior to the creation of the Center.*

*Note: We do not have systematic records about conference paper proposals that were submitted but not accepted, but the number is quite small. So we assume that the number of proposals submitted equals the number accepted.*

*Note: The lists of conference presentations are too extensive to include in the evaluation. They are available on request.*

## ANNUAL REPORT

Does the Center or Institute produce an annual report? If so, please have copies available or provide a web link. No

## STUDENT PUBLICATIONS

	2005–2006	2008–2009	2009–2010
Number of student theses credited to or associated with the C/I	NA	0	1
Number of dissertations	NA	0	0
Number of any other student papers	NA	0	4

*Note: NA indicates a year prior to the creation of the Center.*

*Note: All student articles were in referred journals.*

## PROFESSIONAL DEVELOPMENT AND ASSISTANCE

**Consulting**

	2005–2006	2008–2009	2009–2010
Number of consulting contracts	NA	0	0
Name of consulting recipient(s)	NA	0	0
Consulting Subject or Topic	NA	0	0
Amount of funding provided through general funds of the C/I	NA	0	0
Amount of funding obtained through contract in addition to general C/I funds	NA	0	0

*Note: NA indicates a year prior to the creation of the Center.*

**Technical Assistance**

	2005–2006	2008–2009	2009–2010
Number of technical assistance sessions or seminars offered	NA	0	1
Name of technical assistance recipient(s)	NA	0	0
Technical Assistance Subject or Topic	NA	0	0
Amount of Funding	NA	0	0

*Note: NA indicates a year prior to the creation of the Center.*

**CONFERENCES OR SYMPOSIA**

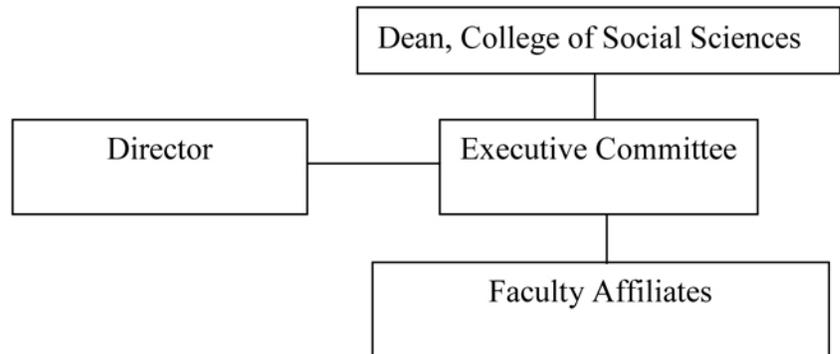
*How many conferences or symposia has the Center or Institute sponsored or hosted from 2005-2006 through 2009-2010? Please list.*

“Citizen Preferences, Political Institutions, and Democratic Performance: A Mini-Conference” (February 2009).

*Comments or additional information*

## MANAGEMENT

*Center/Institute organizational chart*



*Is the Center or Institute legislatively created?*

No

*Does the Center/Institute have an advisory board?*

CSDP has an internal “Executive Committee” consisting of 4 faculty affiliates; there is no external advisory board.

*How often are meetings held?*

The Executive Committee meets as needed (typically 4 times per year).

*Does the board manage the C/I or does it serve in an advisory capacity? Please describe and include a list of current members.*

The Executive Committee makes all policy decisions for CSDP; these decisions are implemented by the Director, who also handles day-to-day administration. The Committee’s current members are John Ahlquist, Eric Coleman, Sean Ehrlich and Brad Gomez.

*How long has the Center/Institute director served?*

Since September 2007

*How does the Center/Institute directorship change?*

Faculty affiliates nominate candidates. Then, the Executive Committee selects from among all the nominees who indicate they are willing to serve. The Director serves a three-year term.

*Are there other issues associated with management transition?*

The current director has held the position since GSDP’s inception; thus, there has been no transition. Given the rules for selecting a new Director, no issues are expected in the future.

*If there are multiple sites, how are they administered? Who has the final oversight?*

NA

*Comments or additional information*

## **ADDITIONAL ISSUES**

*Issues facing the Center or Institute*

If CSDP is to maintain a high level of activity and visibility in the long-term future, the Center will need to attract an endowment that will provide stable, ongoing funding.

## **OVERALL EVALUATION**

- ✓ The Center is addressing its mission through research support for faculty associates to the Center and through providing lectures, extensive presentations at conferences and publishing numerous papers in refereed journals. Graduate students also benefit from these activities.
- ✓ All expenditures reported for the exclusive use of the Center are E&G. Therefore, there is no direct ROI.
- ✓ The Center for the Study of Democratic Performance (CSDP) provides a service to both students and faculty. It is instrumental in assisting research efforts, resulting in 4 journal articles that were published by students under the auspices of the CSDP and 26 articles that were published by faculty affiliates.
- ✓ There is no need for a change in mission or organizational structure.
- ✓ Budget reductions are not needed; budget expansion would assist in providing more assistance to students monetarily and through mentoring, including outstanding graduate and undergraduate students. The Center is pursuing attraction of an endowment which would provide a stable source of funding, in addition to national and university contracts which can be variable.
- ✓ No change in classification is needed.
- ✓ Retain active status while other sources of funding dedicated to the Center are pursued.

# LEROY COLLINS INSTITUTE

506 West Pensacola Street  
Tallahassee, FL 32306-1601

Phone: (850) 644-1441  
Director: Carol S. Weissert  
cweissert@fsu.edu  
(850) 644-1441  
Budget and funding contact: Stacie Linley  
slinley@fsu.edu  
(850) 644-0109  
Web site: <http://collinsinstitute.fsu.edu>

Departments associated with the Center:  
Political Science, Askew School for Public Administration & Policy, DeVoe Moore Center, Center for Demography & Population Health, Geography

## MISSION AND ACTIVITIES

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*What is the Center's or Institute's mission statement?*

The mission of the LeRoy Collins Institute is to perpetuate the legacy of Governor LeRoy Collins by developing and promoting bold, visionary public policy that will empower and uplift Floridians for generations to come. The Institute is located at Florida State University and works in affiliation and collaboration with the State University System of Florida.

*Briefly, what activities are consistently performed that move the Center/Institute toward meeting its established mission?*

- a. The foremost mission of the Institute is conducting high quality, policy relevant research that can be used by state and local policymakers to improve the lives of the citizens of Florida. The Institute identifies areas where our research can be more relevant and where little current research exists. It then works with academic researchers, primarily at FSU, to conduct that research.
- b. The research is presented to the Collins Institute board which meets three times a year. The board then makes recommendations to state and local policymakers based on the findings supplemented by presentations to the board of interested parties.
- c. The research and recommendations are widely disseminated through press releases and press conferences, testimony, presentations before groups, and op ed pieces by the board members or director.

*What is the Center or Institute best known for?*

In 2005, the Collins Institute published its first report on Florida's current and future challenges. The researchers, David Denslow and Carol Weissert, were tasked with answering the question, Will Florida's current tax structure support the future needs of Floridians? The answer was no and the resulting publication, entitled Tough Choices Shaping Florida's Future, outlined how Florida's reliance on population growth and rising housing prices on the revenue side was risky over the long term and might soon clash with rising demands and citizens' expectations. It later provided two updates of these reports that were widely cited and valued when the state did see its revenues drop beginning in FY 2008.

*What is the greatest strength of the Center or Institute?*

The Institute is unique in that it has a very strong academic component AND a strong policymaker input. Our board, made up of policymakers and policy practitioners, reviews and guides the research—suggesting what areas are most relevant for consideration and then voting on recommendations that flow from that research. The board hears reports on the progress of the research at every meeting and thus becomes very knowledgeable on the issues and the evidence garnered from academic scholarship.

*What are the most significant challenges facing the Center or Institute?*

Like other research units, it could do more if it had more funding. The Institute supplements our endowment funds with foundation funding. The Jessie Ball duPont Fund has generously provided assistance for the past eight years. However, times are tough for all foundations and JBdF might reduce our funding or cease funding. This would substantially affect the Institute's research output. There do not seem to be other foundations in the state that are willing to provide the Institute the generous funding of JBdF.

## FUNDING

(2005–2006 THROUGH 2009–2010)

What is the source and amount of expenditures from 2005-2006 to 2009-2010 for the Center/Institute using the following categories?

Expenditures	2005–2006*	2008–2009	2009–2010
University (E&G)	0	0	0
State (General Revenue Other than E&G)	0	0	0
State (C&G)	0	\$26,078	\$105,336
Federal	0	0	0
Local	0	0	0
Private / nonprofit organization	0	\$118,222	\$54,851
Endowment proceeds	0	0	0
Proceeds from patents or royalties	0	0	0
Sales from services or products	0	0	0
Others (specify)	0	0	0
<b>Total expenditures</b>		<b>\$144,300</b>	<b>\$160,187</b>

\*In 2005-2006 reporting period, the Collins Institute accounting was documented under a different project and fund code. Since that time, that project has been closed and we operate under a new project and fund code. This reports only the funding from the new project and fund code since the earlier one is not comparable.

### ENDOWMENT INFORMATION

Has the Center/Institute received support in whole or in part by proceeds from an endowment?

Yes

What is the amount of the endowment?

\$3,952,641.10 (as of 5/11/11)

Where is the endowment managed?

FSU Foundation

Does the C/I spend only interest earnings?

Yes and no. The prudent management policy at the FSU Foundation provides for our Institute to receive 4% of our endowment value annually (1% distributed quarterly). The revenue generated by our endowment investments has in the past equaled or exceeded the amount we receive. However, if there is a significant loss of revenue due to market downturn, we would receive our 4% but some of it may come from the endowment principal.

Does the C/I spend part of the capital of the endowment?

No

## CONTRACT AND GRANT INFORMATION

	2005–2006	2008–2009	2009–2010
Number of proposals submitted	0	2	0
Number of proposals funded	0	2	0
Proposals Made Jointly with Individuals not Directly associated with the Center / Institute	0	0	1
Total awards	0	2	0

Were any of the contracts or grants multi-year? Yes

How many years does the Center or Institute have left on any current contract or grant (past 2009-2010)? 1

Have any contracts or grants been renewed in the period from 2005-2010 and, if so, how many? Yes, 1

## OTHER CENTER OR INSTITUTE ACTIVITIES

Has the Center/Institute generated any patents or royalties? No

Has the Center or Institute applied for a patent that has not yet been granted? If so, please describe. No

Comments or additional information. Again, as noted in the earlier footnote, the project and fund code has changed from that in the 2005-2006 period and thus the numbers are not comparable and are not reported for 2005-2006.

## EMPLOYMENT (2005–2006 THROUGH 2009–2010)

## UNIVERSITY POSITIONS ASSOCIATED WITH THE C/I:

	2005–2006	2008–2009	2009–2010
Number of Faculty (FTE)	0	0*	0*
Number of A&P and USPS positions (FTE)	1	0	0
Total Positions	1	0	0

\*The current LeRoy Collins Institute director is also the LeRoy Collins Eminent Scholar and Professor of Political Science. She is paid through the FSU Political Science Department and thus is not recorded here.

**STUDENT EMPLOYMENT (INCLUDE GRADUATE AND UNDERGRADUATE):**

	2005–2006	2008–2009	2009–2010
Number of research assistants employed (FTE)	0	3	5
Number of teaching assistants employed (FTE)	0	0	0
Number of interns (with stipend or OPS)	0	0	0
Number of interns (without pay)	0	0	0
<b>Total student positions</b>	<b>0</b>	<b>3</b>	<b>5</b>

**OTHER STUDENT FINANCIAL BENEFITS  
(INCLUDING GRADUATE AND UNDERGRADUATE):**

	2005–2006 Number/Amount	2008–2009 Number/Amount	2009–2010 Number/Amount
Out of state tuition waivers	0/0	0/0	0/0
Student fellowships	0/0	0/0	0/0
Scholarships	0/0	0/0	0/0
Post-doctoral support	0/0	0/0	0/0
Amt of student travel support	0/0	0/0	0/0
Amt of registration for student conference attendance	0/0	0/0	0/0
Other support (specify)	0/0	0/0	0/0

**RESEARCH AND EXTENSION  
(2005–2006 THROUGH 2009–2010)**

*Note: web-delivered and CD-Rom publications are counted in these totals.*

**PUBLICATIONS IN REFEREED JOURNALS**

*Note: those credited to a faculty member's primary academic department that are unrelated to the C/I mission are not included.*

	2005–2006	2008–2009	2009–2010
Number of faculty publications	0	0	1
Number of student publications	0	0	2
Number of publications authored jointly with other faculty at FSU	0	0	1
Number of publications authored jointly with students in the C/I	0	0	1
Number of publications authored jointly with faculty at locations other than FSU	0	0	1

*A list of relevant publications is to be available if requested.*

## OTHER PUBLICATIONS AND CONFERENCE PAPERS

	2005–2006	2008–2009	2009–2010
Number of extension or outreach publications	2	2	2
Number of national conference papers submitted	0	0	21
Number of national conference papers accepted	0	0	21
DATE, CONFERENCE AND NAME OF PRESENTATION(S)			See note*
Number of regional conference papers submitted	0	0	0
Number of regional conference papers accepted	0	0	2
DATE, CONFERENCE AND NAME OF PRESENTATION(S)			See note**

\* Also, 2 book chapters submitted in 2010:

Carol Weissert, PhD and Jessica Ice, Doctoral Student *The Home Court (Dis)Advantage: Understanding State and Local Relationships*. Oxford Handbook of State and Local Government. Donald Patrick Haider-Markel, ed. New York: Oxford University Press.

Carol Weissert, PhD. *Commentary: Comparing Local Government Autonomy Across States In The Property Tax and Local Autonomy*. Michael E. Bell, David Brunori and Joan Youngman, editors. Cambridge, MA: Lincoln institute of land Policy, 115-119.

Note: The list of national conference presentations is too extensive to list in this review. Copies are available on request.

\*\* Southern Political Science Association. Jessica H. Ice, Doctoral Student. *Trading Off in County Governments*.

Western Social Science Association. David Matkin, PhD. *Who Pays the Price for Fiscal Distress?*

## ANNUAL REPORT

Does the Center or Institute produce an annual report? If so, please have copies available or provide a web link.

No, we submit information online to the SUS.

## STUDENT PUBLICATIONS

	2005–2006	2008–2009	2009–2010
Number of student theses credited to or associated with the C/I	0	0	1
Number of dissertations	0	0	0
Number of any other student papers	0	0	0

## PROFESSIONAL DEVELOPMENT AND ASSISTANCE

**Consulting**

	2005–2006	2008–2009	2009–2010
Number of consulting contracts	0	0	0
Name of consulting recipient(s)	0	0	0
Consulting Subject or Topic	0	0	0
Amount of funding provided through general funds of the C/I	0	0	0
Amount of funding obtained through contract in addition to general C/I funds	0	0	0

**Technical Assistance**

	2005–2006	2008–2009	2009–2010
Number of technical assistance sessions or seminars offered	0	0	1
Name of technical assistance recipient(s)	0	0	Florida League of Cities
Technical Assistance Subject or Topic	0	0	Local Pensions
Amount of Funding	0	0	0

## CONFERENCES OR SYMPOSIA

*How many conferences or symposia has the Center or Institute sponsored or hosted from 2005-2006 through 2009-2010? Please list.*

- October 2006 – “What Makes a Great Governor?”
- August 2007 – “Education Workshop with Charlie Reed”
- January 2008 - "America's Leadership Dilemma: The Challenge for Florida and the Nation with Harvard Institute Leader Jim Leach”
- February 2008 - “The Legislature’s Tough Choices Ahead: Facing the Challenge of Florida’s Future”
- February 2010 – “States As Facilitators Or Obstructionists Of Local Governments”

*Comments or additional information*

The Institute has presented its research statewide (this list covers the years requested):

- Statewide Editorial Board tour, 10-3,4,5-05 (Tallahassee Democrat, Sarasota Herald Tribune, St. Petersburg Times, Tampa Tribune, Orlando Sentinel, Palm Beach Post and South FL Sun Sentinel)
- Testimony at Taxation and Budget Reform Commission meeting, Tallahassee, 11-01-07
- Joint Forum with Florida TaxWatch, Tallahassee, 2-19-08

- FL Philanthropic Network, Jacksonville, 4-14-08
- FL Municipal Electric Association, Ft Myers, 7-17-08
- myregion.org, Orlando, 8-15-08
- TaxWatch Forum, Jacksonville, 10-09-08
- League of Women Voters, Tallahassee, 11-19-08
- TaxWatch Forum, Tallahassee, 02-17-09
- Village Square Forum, On Taxation and Tea Parties, Tallahassee, 03-23-10
- Florida League of Cities Annual Conference Workshop, Hollywood FL, 08-20-10
- Research briefing w/ FL Senate President's staff, Tallahassee, 11-01-10

## MANAGEMENT

*Center/Institute organizational chart*

N/A

*Is the Center or Institute legislatively created?*

No

*Does the Center/Institute have an advisory board?*

Yes

*How often are meetings held?*

3 per year

*Does the board manage the C/I or does it serve in an advisory capacity?*

Advisory capacity only

*Please describe and include a list of current members.*

The Institute is governed by a distinguished board of directors, chaired by Allison DeFoor. Dr. DeFoor is a seventh generation Floridian and also currently a faculty member at St. Leo University, and a trustee of Tallahassee Community College. The Institute's Director is Carol S. Weissert, LeRoy Collins Eminent Scholar and Professor of Political Science at FSU. Other trustees include current and former elected officials, other policy makers, educators and private citizens from throughout the state:

Vice-Chairman: Lester Abberger, Tallahassee

Clarence Anthony, West Palm Beach

Jim Apthorp, Tallahassee

Jane Collins Aurell, Tallahassee

Jeffrey Bartel, Miami

Colleen Castille, Tallahassee

Rena Coughlin, Jacksonville

Richard Crotty, Belle Isle

Sandy D'Alemberte, Tallahassee

Brian Dassler, New Orleans

David Denslow, Ph.D., Gainesville

Rick Edmonds, St. Petersburg

Joel Embry, Fernandina Beach  
Pegeen Hanrahan, Gainesville  
Patricia Levesque, Tallahassee  
James Ley, Sarasota  
Elizabeth Lindsay, Sarasota  
John Marks, III, Tallahassee  
John McKay, Bradenton  
Mike Michalson, Ph.D., Sarasota  
John Padget, Key West  
David Rasmussen, Ph.D., Tallahassee  
Michael Sittig, Tallahassee

*How long has the Center/Institute director served?*

3.5 years

*How does the Center/Institute directorship change?*

The University employs a director for the Institute and he/she is appointed after consultation between the Dean of the College of Social Sciences and Public Policy and the Institute's Board of Directors.

*Are there other issues associated with management transition?*

No

*If there are multiple sites, how are they administered? Who has the final oversight?*

N/A

*Comments or additional information*

Again, the Institute benefits from having an executive director who is also an FSU faculty member. This improves the quality of the research, enhances linkages with other faculty, and helps legitimize the research produced by the Institute. Since the director's salary is not paid by Institute dollars, this frees up those dollars to pay for research of other faculty members.

## **ADDITIONAL ISSUES**

*Issues facing the Center or Institute*

Like other research units, it could do more if it had more funding. The Institute supplements our endowment funds with foundation funding. The Jessie Ball duPont Fund has generously provided assistance for the past eight years. However, times are tough for all foundations and JBdF might reduce our funding or cease funding. This would substantially affect the Institute's research output. There do not seem to be other foundations in the state that are willing to provide the Institute the generous funding of JBdF.

**OVERALL EVALUATION**

- ✓ The Collins Center's activities advance research in pertinent areas of study for state and local governments and the public as a whole. It is meeting its mission of promoting bold, visionary public policy that will empower and uplift Floridians for generations to come. Examples include studies related to Florida's continuing budget shortfall as well as public school topics and special districts at the local government level.
- ✓ There are no E&G funds directly supporting the institute. It is funded through an endowment and through contracts with state and local governments throughout the United States.
- ✓ The Collins Center provides an important link between academics, including students, and public policy decision makers. This is resulting in research that is practical and applicable. This partnership is evident in policy studies as well as numerous national conference presentations. The Center also supports student publications.
- ✓ While additional funding is always desirable, funding through the endowment is stable and the Center continues to be available for state and local government contracts.
- ✓ The Center's budget is dependent on outside funding that has been applied for but no funds have yet been obtained. With additional funding the center would be able to obtain certain technology that would help its growth and progress. Grant writing support, grant accounting and budgetary help are the most areas which would greatly be affected by additional funding.
- ✓ No recommendation for change in classification.
- ✓ Retain active status

# MAGGIE ALLESEE NATIONAL CENTER FOR CHOREOGRAPHY

School of Dance  
130 Collegiate Loop  
202 MON  
Tallahassee, FL 32306-2120

Phone: (850) 645-2894  
Director: Jennifer S.B. Calienes  
jcaliene@fsu.edu  
(850) 645-2450  
Budget and funding contact:  
jcaliene@fsu.edu  
(850) 645-2450  
Web site: [www.mancc.org](http://www.mancc.org)

## MISSION AND ACTIVITIES

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*What is the Center's or Institute's  
mission statement?*

The mission of MANCC is to establish a model for the creative process in dance by 1) providing a model of support for professional choreographic creativity within a comprehensive research university, 2) providing choreographers access to a stimulating environment where experimentation, exploration and life-long learning are both valued and encouraged, and 3) providing opportunities for the students, staff and faculty, the community of Tallahassee and the national dance field at large to engage with the creative process in dance.

Briefly, what activities are consistently performed that move the Center/Institute toward meeting its established mission?

- offering choreographic fellowship opportunities to create new work
- providing residency opportunities for dance makers to create new work
- providing opportunities for students and the community to engage with work in progress while visiting artist are in residence
- providing networking opportunities for students to engage with the finest dance makers in this country
- exposing students to the realities of what it means to create, support, sustain, document and develop contemporary dance

What is the Center or Institute best known for?

For redefining what it means to provide research and developmental residencies for choreographers.

What is the greatest strength of the Center or Institute?

Our relationship to FSU

What are the most significant challenges facing the Center or Institute?

Staffing

## FUNDING (2005–2006 THROUGH 2009–2010)

What is the source and amount of expenditures from 2005-2006 to 2009-2010 for the Center/Institute using the following categories?

Expenditures	2005–2006	2008–2009	2009–2010
University (E&G)	\$162,000	\$165,000	\$185,000
State (General Revenue Other than E&G)	0	0	0
State (C&G)	\$8,769	0	0
Federal	\$10,000	\$10,000	0
Local	\$6,000	\$2,500	0
Private / nonprofit organization	\$17,849	\$50,000	\$200,000
Endowment proceeds	\$13,500	0	0
Proceeds from patents or royalties	0	0	0
Sales from services or products	0	0	0
DTW Partnership	0	\$7,500	\$15,000
PLAF Partnership	0	0	\$6,000
BAC Partnership	0	0	\$6,000
Total expenditures	\$218,118	\$235,000	\$412,000

Note: Each partnership is different, but provides subsidy to offset direct expenses associated with artist residency activity at the Center.

**ENDOWMENT INFORMATION**

<i>Has the Center/Institute received support in whole or in part by proceeds from an endowment?</i>	Yes
<i>What is the amount of the endowment?</i>	Approximately \$2,000,000
<i>Where is the endowment managed?</i>	FSU Foundation
<i>Does the C/I spend only interest earnings?</i>	Yes.
<i>Does the C/I spend part of the capital of the endowment?</i>	No

**CONTRACT AND GRANT INFORMATION**

	2005–2006	2008–2009	2009–2010
Number of proposals submitted	5	4	2
Number of proposals funded	5	3	2
Proposals Made Jointly with Individuals not Directly associated with the Center / Institute	0	1	1
Total awards	5	4	3

<i>Were any of the contracts or grants multi-year?</i>	Yes
<i>How many years does the Center or Institute have left on any current contract or grant (past 2009-2010)?</i>	2
<i>Have any contracts or grants been renewed in the period from 2005-2010 and, if so, how many?</i>	No

**OTHER CENTER OR INSTITUTE ACTIVITIES**

<i>Has the Center/Institute generated any patents or royalties?</i>	No
<i>Has the Center or Institute applied for a patent that has not yet been granted? If so, please describe.</i>	No

*Comments or additional information.*

**EMPLOYMENT**  
(2005–2006 THROUGH 2009–2010)

**UNIVERSITY POSITIONS ASSOCIATED WITH THE C/I:**

	2005–2006	2008–2009	2009–2010
Number of Faculty (FTE)	1	1	1
Number of A&P and USPS positions (FTE)	1	1	1
Total Positions	2	2	2

**STUDENT EMPLOYMENT (INCLUDE GRADUATE AND UNDERGRADUATE):**

	2005–2006	2008–2009	2009–2010
Number of research assistants employed (FTE)	1	1	1
Number of teaching assistants employed (FTE)	0	0	0
Number of interns (with stipend or OPS)	0	0	0
Number of interns (without pay)	0	1	0
Total student positions	1	2	1

**OTHER STUDENT FINANCIAL BENEFITS  
(INCLUDING GRADUATE AND UNDERGRADUATE):**

	2005–2006 Number/Amount	2008–2009 Number/Amount	2009–2010 Number/Amount
Out of state tuition waivers	0/0	0/0	0/0
Student fellowships	0/0	0/0	0/0
Scholarships	4/\$1,200	1/\$500	1/\$250
Post-doctoral support	0/0	0/0	0/0
Amt of student travel support	1/\$500	0/0	0/0
Amt of registration for student conference attendance	0/0	0/0	0/0
Other support (specify)	0/0	0/0	0/0

**RESEARCH AND EXTENSION**

(2005–2006 THROUGH 2009–2010)

*Note: web-delivered and CD-Rom publications are counted in these totals.***PUBLICATIONS IN REFEREED JOURNALS***Note: those credited to a faculty member's primary academic department that are unrelated to the C/I mission are not included.*

	2005–2006	2008–2009	2009–2010
Number of faculty publications	0	0	0
Number of student publications	0	0	0
Number of publications authored jointly with other faculty at FSU	0	0	0
Number of publications authored jointly with students in the C/I	0	0	0
Number of publications authored jointly with faculty at locations other than FSU	0	0	0

*A list of relevant publications is to be available if requested.***OTHER PUBLICATIONS AND CONFERENCE PAPERS**

	2005–2006	2008–2009	2009–2010
Number of extension or outreach publications	0	0	0
Number of national conference papers submitted	0	0	0
Number of national conference papers accepted	0	0	0
DATE, CONFERENCE AND NAME OF PRESENTATION(S)			0
Number of regional conference papers submitted	0	0	0
Number of regional conference papers accepted	0	0	0
DATE, CONFERENCE AND NAME OF PRESENTATION(S)			0

**ANNUAL REPORT**

Does the Center or Institute produce an annual report? If so, please have copies available or provide a web link.

No

## STUDENT PUBLICATIONS

	2005–2006	2008–2009	2009–2010
Number of student theses credited to or associated with the C/I	1	1	1
Number of dissertations	0	0	0
Number of any other student papers	0	0	0

## PROFESSIONAL DEVELOPMENT AND ASSISTANCE

## Consulting

	2005–2006	2008–2009	2009–2010
Number of consulting contracts	0	0	0
Name of consulting recipient(s)	0	0	0
Consulting Subject or Topic	0	0	0
Amount of funding provided through general funds of the C/I	0	0	0
Amount of funding obtained through contract in addition to general C/I funds	0	0	0

## Technical Assistance

	2005–2006	2008–2009	2009–2010
Number of technical assistance sessions or seminars offered	0	0	0
Name of technical assistance recipient(s)	0	0	0
Technical Assistance Subject or Topic	0	0	0
Amount of Funding	0	0	0

## CONFERENCES OR SYMPOSIA

*How many conferences or symposia has the Center or Institute sponsored or hosted from 2005-2006 through 2009-2010? Please list.*

2009 National FORUM on Choreographic Research and Development

*Comments or additional information*

**MANAGEMENT**

<i>Center/Institute organizational chart</i>	There are two staff lines at present. They report to the Director who in turn reports to the Dean of the College of Visual Arts, Theatre and Dance.
<i>Is the Center or Institute legislatively created?</i>	No
<i>Does the Center/Institute have an advisory board?</i>	Yes, we have an Internal, Local and National Resource Council.
<i>How often are meetings held?</i>	2 per year
<i>Does the board manage the C/I or does it serve in an advisory capacity?</i>	Advisory capacity
<i>Please describe and include a list of current members.</i>	They help guide the work of the Center.  Internal Resource Council – School of Dance Faculty Dr. Jennifer Atkins Lynda Davis Gerri Houlihan, Co-Dean American Dance Festival School Patty Phillips, Department Co-Chair Russell Sandifer, Department Co-Chair Dr. Sally Sommer Dr. Tom Welsh Jawole Willa Jo Zollar, Founder and Artistic Director of Urban Bush Women  Local Resource Council – Greater Tallahassee Community Barbara Acquire Carmen Braswell Butler, Regional Marketing Manager, Century Link Kathy Fulsom Ann Phipps James Sauls, President and Chief Executive Officer of Benchmark Property Management Dr. Sharon Maxwell Ferguson, Professor, FSU School of Social Work  National Resource Council Anna Glass, Managing Director, 651 ARTS Judy Smith, Artistic Director, AXIS Dance Company Carla Peterson, Artistic Director, Dance Theater Workshop Jill Sigman, Choreographer/Thinkdance and Consultant, David Bury & Associates

<i>How long has the Center/Institute director served?</i>	Since inception, 7 years
<i>How does the Center/Institute directorship change?</i>	Not yet
<i>Are there other issues associated with management transition?</i>	No
<i>If there are multiple sites, how are they administered? Who has the final oversight?</i>	N/A
<i>Comments or additional information</i>	

### ADDITIONAL ISSUES

*Issues facing the Center or Institute*

- **Technology needs**  
We are fortunate to share most of our equipment with the School of Dance. It is an efficient use of our collective resources. Much needs updated and a better plan needs to be put in place to efficiently schedule, use and repair shared resources.
- **Personnel/Staffing needs**  
We had a staff transition this past year that put us in a bad position for most of the year, just as we hit a growth spurt of activity. This has us at a bit of a staffing deficit at present. We must boost staff in some capacity this year in order to capitalize on the momentum of our profile and number of interested funders and partners who want to work with us. Ideally we would hire a third full time person to serve as residency coordinator and have a production intern or grad student to support production needs.
- **Grant writing support, including requirements for continuation funding**  
We use a consultant to help us with grant writing and cultivation, as many of our funding opportunities become available only by being visible and in front of prospects at conferences, panels and performances around the country.
- **Grant accounting and grant processing**  
There are resources available, but we do not have the staff to dedicate to navigate both the funding opportunities and the requirements of sponsored research (which in many instances are greater than those of the funding bodies). \$5,000-\$20,000 grants have a huge impact for us, but we have to make choices whether it is worth our time to even submit these based on the time it takes to navigate this with Sponsored Research. Ideally a streamlined process for grants under a certain dollar

amount would provide a much needed incentive to go after all opportunities as they arise.

#### **OVERALL EVALUATION**

- ✓ The Center is meeting its mission of establishing a model for the creative process in dance through hosting a National Forum on Choreographic Research and Development. Its faculty, local and national resource councils provide input regarding the operation and focus of the Center, enhancing its focus.
- ✓ The return on investment of E&G funding is 1:1.2. That is, for every dollar of E&G invested, \$1.20 in other funds are obtained.
- ✓ The Center provides a state and national opportunity to further the study and practice of choreography and highlights the FSU Dance School well beyond the university itself. It funds a faculty position, a staff position, and a research assistant position. It also provides student scholarships. There are no needed changes in mission or organizational structure, though the need for additional staff remains.
- ✓ The Center is funded through a variety of grants, in addition to E&G. A grant writer is used to assist with grant writing and cultivation of opportunities.
- ✓ There is no recommendation for change of classification.
- ✓ Retain active status