

**COMPREHENSIVE PROGRAM REVIEW 2002-2003**  
**UNIVERSITY PROGRAM REVIEW COUNCIL'S EVALUATION**  
**for the**  
**Center for Nonprofit & Public Leadership**  
**SERVICE/RESEARCH CENTER**

I. COUNCIL'S GENERAL OBSERVATIONS ABOUT THE CENTER

The Center's focus on partnering with and supporting community agencies is consistent with the KSU mission and progress appears to have been made in the last 15 months under new leadership. However, the Center's mission overlaps with other KSU units (particularly the Burruss Institute). While there is strong collaboration between the Center and the Burruss Institute, there needs to be clearer distinction between their respective missions. The Center is generating some revenue and a plan is needed to determine how these funds will be reinvested to support and/or expand the Center.

<u>Focus of Evaluation</u>	<u>Self-Study Eval</u>	<u>Council's Eval</u>
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PRODUCTIVITY INDICATORS

II. Summary of Center's Overall Productivity Council's Observations:	<b>Strong</b>	<b>Satisfactory</b>
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The Center appears to be on the right track under new leadership in the last 15 months. However, it is unclear how the work of the faculty affiliated with the Center is distinctive from traditional faculty activities. In other words, why is a Center needed for the faculty to be engaged in this work? It is unclear how the revenue generated is used to support the cost of reassigned time for the Center Director or reinvested to support or expand the Center.

II A. Fulfillment of the Center's Purpose & Attainment of Goals Council's Observations:	<b>Very Strong</b>	<b>Satisfactory</b>
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While the Center's goal is admirable, there is clearly mission overlap with other units at KSU. Although no specific goals were listed, the general goals that were stated overlapped with those of the Burruss Institute (e.g., connect faculty expertise at KSU with community agencies) and some of the ideas mentioned in the self-study for the Office of Sponsored Programs (e.g., providing grant writing assistance to community agencies). It is also unclear how the leadership component of the Center's name is part of the mission or the activities of the Center-affiliated faculty. A name change may be needed as mission refinement occurs. Most of the activities identified in the self-study appear to be focused on nonprofits rather than leadership.

II B. Services Rendered by the Center to the Campus Community Council's Observations:	<b>Satisfactory</b>	<b>Weak</b>
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The self-study cites their efforts to collaborate with other KSU faculty as service to the community. It is not clear how this can be considered service to the campus community and begs the question of whether or not the mission of the Center should be expected to provide campus service.

II C. Services Rendered by the Center to External Communities Council's Observations:	<b>Very Strong</b>	<b>Satisfactory</b>
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Over the past 15 months, Center-affiliated faculty delivered 15 workshops to community agencies and assisted with grant writing for some nonprofit organizations. The latter is now being done as fee for services, so there is the opportunity for the Center to generate more revenue from this service. There is no assessment data or comparisons to other similarly focused Centers that can be used to assess the

**productivity of the Center or how well these services are meeting community needs (e.g., some of the grants that Center-affiliated faculty assisted were not funded).**

<u>Focus of Evaluation</u>	<u>Self-Study Eval</u>	<u>Council's Eval</u>
II D. Grants & Contracts Acquired by the Center Council's Observations: <b>The self-study reports funding has been obtained (e.g., \$24,000, \$4000, and \$7125 in three separate grants) but it is unclear how this money is used to support the operating expenses or expansion of the Center.</b>	<b>Good</b>	<b>Satisfactory</b>
II E. Center Publications, Reports, & Professional Presentations Council's Observations: <b>There are no publications or reports by the Center. Faculty workshops and presentations are listed, but there appear to be none that are focused on the Center.</b>	<b>Weak/Satisfactory</b>	<b>Weak</b>
II F. Sponsorships, Endowments & Gifts Acquired for the Center Council's Observations: <b>The "youth" of the Center is considered a hindrance to efforts in this area. A focused mission and clear set of specific goals might help attract donors.</b>	<b>Weak</b>	<b>Weak</b>
II G. Sales, Service Fees, & Income Generating Activity Council's Observations: <b>A 10 to 15% administrative fee is applied to each project, resulting in account balances totaling \$3000. It is unclear how these funds are used to support or expand the Center.</b>	<b>Strong</b>	<b>Satisfactory to Weak</b>
II H. Return on Investment Council's Observations: <b>Only cost listed is \$4000 to allow reassigned time for Center Director. What are the other costs to the University (such as supplies, equipment, etc.)?</b>	<b>Very Strong</b>	<b>Satisfactory</b>
II I. Contribution to Achieving KSU's Mission Council's Observations: <b>Focus on service to the community is consistent with KSU mission.</b>	<b>Very Strong</b>	<b>Strong</b>
<u>Focus of Evaluation</u>	<u>Self-Study Eval</u>	<u>Council's Eval</u>

QUALITY INDICATORS

III. Summary Conclusions About the Strength of the Center's Overall Quality Council's Observations: <b>The accomplishments of the faculty affiliated with the Center are strong. However, measures of quality are not provided making evaluation difficult. This summary rating is based on Council's average ratings across indicators IIIA through IIIi</b>	<b>Not rated</b>	<b>Weak/Satisfactory</b>
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III A. Public Recognition, Honors & Awards Received by the Center **Not rated** **Weak**  
Council's Observations:

**None received.**

III B. Stakeholder Satisfaction with the Center's **Strong** **Weak**  
Work & Accomplishments  
Council's Observations:

**Only indirect or anecdotal evidence of this indicator. The self-study mentions that workshops were evaluated, but do not provide specific information about those evaluations. There is a definite need for more systematic measures of Center's effectiveness, productivity, and quality.**

III C. Other Assessments of the Quality of the Center's Work **Weak** **Weak**  
Council's Observations:

**None**

III D. Center's Responsiveness to State Needs & Changing Conditions **Strong** **Satisfactory**  
Council's Observations:

**Explanation in self-study does not justify the strong rating. What specifically has been done?**

III E. Quality of the Faculty & Staff Supporting the Center **Very Strong** **Satisfactory**  
Council's Observations

**No dedicated staff to the Center. In addition to the Director, there are 4 departmental faculty affiliated with the Center. While the faculty have strong experience and discipline expertise, it is unclear what role these faculty play and how their work is different from the usual scholarship and service expectations of faculty. Many of these four faculty are also affiliated with the other center in the department, the Center for the Prevention of Violence. Given the Council's recommendation on the Center for the Prevention of Violence, the possibility of consolidating the two Centers in the Department should be considered.**

III F. Quality of KSU Facilities & Equipment Supporting the Center **Weak/Satisfactory** **Strong**  
Council's Observations:

**At the time of this review, there was no space dedicated to the Center. However, the Center will be moving in to one of the house on Frey Lake Road and rent space to community agencies.**

III G. Quality of the Overall Annual Financial Investment **Weak** **Satisfactory**  
in the Operation of the Center  
Council's Observations:

**Question of how much money is revenue dedicated to the Center must be answered. The self-study requests funding for two graduate assistants and a full-time program manager. The Council encourages the Center to generate the necessary revenue to become self-sustaining and provide opportunities for expansion. Additional KSU investments at this time seem premature.**

III H. Quality of Advanced Technology Available to the Center **Satisfactory** **Satisfactory**  
Council's Observations:

**Center relies on University resources and has no need for designated equipment.**

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III I. Leadership Position of the Center **Strong** **Satisfactory**  
Council's Observations:

**Rating is based more on potential than current status of the Center.**

IV. CENTER'S VIABILITY AT KSU **Not rated** **Viable**  
Council's Observations:

**Should find a way to become self-supporting.**

Focus of Evaluation Self-Study Eval Council's Eval

V. MODEL CENTER POTENTIAL **Not rated** **Satisfactory**  
Council's Observations:

VI. COUNCIL'S OBSERVATIONS ABOUT THE PLANS FOR IMPROVING QUALITY &  
PRODUCTIVITY

**Some specific objectives are listed, but many require additional resources to accomplish. A detailed plan to generate revenue to support and reinvest in the Center is needed. The mission of the Center must be refined to determine the Center's niche and avoid overlap with other KSU units.**

VII. EXPAND, MAINTAIN CONSOLIDATE, OR DISCONTINUE **Expand** **Consolidate or Maintain**  
Council's Observations:

**If the mission can be more focused to avoid overlap with other units, and resources can be secured to make the Center self-sustaining, then the recommendation to maintain can be justified. Otherwise, consolidation with the other Center in the department (with mission realignment and a name change to reflect that consolidation) or capturing some of the faculty activities through the support of the Burruss Institute should be explored.**

**COUNCIL'S RECOMMENDED FOLLOW-UP:**

**If maintained:**

- **Mission should be clarified to avoid overlap with KSU units**
- **Mission and activities of the Center should better reflect the leadership component of the Center's title or a name change should be considered**
- **Develop a detailed action plan with specific objectives and measurable outcomes**
- **Develop a strategic plan to address the sustainability of the Center**