

**The Creation of an African American Applied
Policy Research and Services Center
at
the Institute for Diversity and Business Services
Eastern Michigan University**

submitted by

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B. Executive Summary

The African American Applied Policy Research and Services program is organized to provide technical expertise in the form of applied research and hands-on service to African American profit and non-profit community institutions and to major non-African American institutions that service significant African American populations. The Center, at the same time, would also create research-training opportunities for Eastern Michigan University faculty and students as well as internships for students. The Center will engage in training, internships, research, program design, program evaluation, needs assessment, gamesmanship, technical assistance and curriculum development with an African American focus.

C. Narrative

- Describe the Project

The African American Applied Policy Research and Services Center is proposed in order to provide technical expertise in the form of applied research and hands-on service to African American profit and non-profit community institutions and to major non-African American institutions that service significant African American populations. The Center, at the same time, would also create research-training opportunities for Eastern Michigan University faculty and students as well as internships for students. The Center will engage in training, internships, research, program design, program evaluation, needs assessments, grantsmanship, technical assistance and curriculum development with an African American focus. These services will be provided to assist institutions and organizations in carrying out their missions when knowledge of the African American experience both academically and in an applied context would enhance an organization's ability to meet their objectives. Specifically, there are a great many institutions which have been created over the years devoted to the African American experience; organizations such as the NAACP, Urban League, United Negro College Fund, Congressional Black Caucus, Rosa Parks Foundation, New Detroit, Inc., African American Association of Businesses and Contractors, Council of Minority Business Organizations, Michigan Minority Business Development Council, Booker T. Washington Business Association, Minority Business Owners of Southeastern Michigan, Motown Museum, Charles H. Wright Museum of African American History, National Baptist Conference, Church of God in Christ, Rainbow/Push Coalition, National Council of Negro Women, National Council of Black Studies, The Dave Bing Group, Johnson Publications Company, Mel Farr Automotive Group, Bridgewater Interiors-Engineer Plastics, Regal Plastics Co., Chem Pak Inc., The Bartech

Group, Inc., Heiman Resources, M Exchange.com, Black Enterprise, Inc., Johnson Products, UltiMed HMO, Omnicare HMO, United American Health Care Corp Group and the Exemplar Manufacturing Corp. The above are a sample of for profit and non-profit organizations that can be developed as cooperative research-training sites for the center.

Many institutions have been created over the years devoted to servicing the needs of the African American community. Yet, there are no universities in the U.S. with an applied focus with centers or units designed to study and provide service exclusively relevant to this community. At the applied level, there are no universities providing applied research or hands-on service to either the African American community or its institutions nor to major non-African American institutions with a significant African American presence. These organizations often have significant contact with the African American community either as employees or as recipients of services such as customers or students, and in many other ways. Often problems arise and opportunities are missed by these organizations because the knowledge of the African American experience necessary for organizations to function most effectively is lacking both inside and outside these institutions. This center would be able to take advantage of opportunities that exist in this field because we have assembled the talent capable of garnering the resources needed to address the problems of this niche market.

The specific problems to be addressed in such a variety of profit and non-profit institutions as listed above will depend on the needs and problems identified by these organizations.

African American profit and non-profit organizations typically experience problems in the following areas:

- Strategic planning
- Business planning
- Management
- Budgeting
- Grant writing
- Managing conflict
- Conducting meetings
- Developing marketing plans

Specific problems to be addressed by non-African American institutions, which have significant African American clientele, are related to their lack of knowledge of the African American community. These organizations experience problems in the following areas:

- Managing diversity
- Recruitment of a diverse work force
- Training a diverse staff

- Developing Affirmative Action plans
- Managing conflict evolving out of a culturally diverse work force
- Designing culturally diverse marketing and advertising materials
- Designing culturally appropriate training manuals and client information materials

The Center's link to the Institute for Diversity and Business Services provides for a wealth of expertise to address the aforementioned problems that is without parallel. The Institute for Diversity and Business Service's broad economic development, technology and multicultural/multilingual expertise is well established. Thus, expertise to provide appropriate methods for addressing the sample of problems identified in African American and non-African American (with significant African American presence) profit and non-profit organizations exist within the proposed Center. Some of the methods that the Center would employ are as follows:

- Workshops – Workshops are very effective in teaching grant-writing skills, managing conflict, teaching Robert's Rules of Order, and managing diversity.
- Program evaluations – Program evaluations that are designed in a manner to understand how culture interacts with the achievement of goals and objectives are important.
- Needs Assessment – Needs assessment helps organizations address how well the services rendered are meeting the needs of the targeted community.
- Internships – Supervised internships will provide experience for students and expertise to organizations in the areas of marketing, developing business plans and management.
- Grantsmanship – Developing proposals for funding is essential in many cases for the sustaining of non-profits.
- Curriculum Development – Developing curriculum in support of understanding the development of African American business enterprises historically and the history of the development of African American non-profits, their political and social function is essential.
- Development of Training Manuals – Training manuals that are culturally sensitive are effective in handling a variety of potential problems.
- Technical Assistance – Often times, merely means having an ongoing consultant relationship with an organization in order to provide the appropriate advice or expertise.

The above are some of the common methods that would be employed to address the identified problems.

Central to the mission of Eastern Michigan University is “expanding knowledge and providing leadership through research, contract learning, and public service.” The Eastern Michigan University service area is impacted by

approximately 975,000 people of African American descent who are assisted in meeting their needs by numerous African American profit and non-profit institutions, as well as non-African American institutions with significant African American presence. This substantial population of African Americans has engaged our economic, education, government and political institutions in ways unique to the African American Experience.

This proposed Center will provide a specialized service for the articulation and co-ordination of training and applied policy research to the Southeastern Michigan area. There is currently no unit at EMU or in the region that encompasses the scope and has the technical expertise to complete this task. The creation of an African American Applied Policy Research and Services Center under the organizational umbrella of the Institute for Diversity and Business Services (IDBS) is ideal because of the Institute's economic development, technology transfer and multicultural mission. This collaboration will enable the Institute for Diversity and Business Services to better serve this niche market and will better assist IDBS in accomplishing its mission by improving the focus and effectiveness of IDBS resources and affiliated personnel.

The demographic data substantiates an unprecedented demand and markets for applied services and programs focusing on the African American Experience. Since these opportunities have been largely untapped by any organizations, there is an enormous opportunity for EMU students and faculty. Combine this opportunity with IDBS and African American Studies' considerable expertise and relationships and we see that there is a significant opportunity for EMU to enter this market and strengthen its mission of "expanding the knowledge and providing leadership through research, contract learning and public service."

The Center's collaborative association with the Institute for Diversity and Business Services because of IDBS, expertise and experience in this area would make it competitive in obtaining external funding. A major source of support for the Center would come from fees from consultant services in such areas as economic development, evaluation research, needs assessments, writing grants, proposal development and training provided for some of the institutions as indicated in this proposal. Furthermore, many funding executives in major corporations, government agencies, and foundations have expressed an interest in funding projects that include a significant applied African American component. This interest has been expressed either by the publication of RFP's or informed requests for these types of proposals. Samples of organizations articulating an interest in funding these opportunities are: The National Science Foundation, The National Institute of Health, The U.S. Department of Housing and Urban Development, the U.S. Department of Justice, The U.S. Department of Education, The U.S. Small Business Administration, The U.S. Health Care Finance Administration, The Michigan Economic Development Corporation,

Michigan National Corporation, Ameritech, Microsoft, The Detroit Medical Center, The St. John Health Care System, Bristol Meyers Squibb, Inc., The Detroit Public Schools, New Detroit, Inc., The Michigan Department of Civil Rights, The Skillman Foundation, The Kelly Foundation, The Hudson-Webber Foundation, The GM Foundation, the Ford Foundation, Bank One, and Comerica Bank.

In summary, the external funding would come primarily from consultant fees as described above and grants.

- Overview of other work

There are no universities in the U.S. with an applied focus with centers or institutes designed to study and provide service exclusively relevant to the African American community. A great many universities have Urban Studies programs or centers. These programs or units have as their focus the training of students and traditional research, i.e., they have no applied dimension. The Research Center for Minority Health Care at Howard University in Washington D.C. does focus on health care issues and concerns of African Americans however, much of their work is in the form of traditional research and focuses only on health care. The University of Michigan-Ann Arbor has a research program that has as its focus African American Social Problems that is administered through a branch associated with the Institute for Social Research. Wayne State University of Detroit has a research program for Multicultural Health. All of the above mentioned programs have a traditional research focus and do no applied work. Further, they tend to focus on specific issues and do not compare with the breadth of what we are proposing. However, we are prepared to collaborate with colleagues from Howard University, the University of Michigan and Wayne State University in areas where such an alliance would be mutually productive.

- Duration

It is expected that for REF purposes this program will continue for three years, after which, it will continue permanently.

- Project objectives and measures for the first three years

Needs assessments will be conducted during the REF period as follows:

- Identify four organizations requiring needs assessments during the first year.
- Identify five additional organizations requiring needs assessments during the second year.
- Identify six additional organizations requiring needs assessments during the third year.
- Secure funding to support the needs assessments identified.
- Conduct the needs assessments for the organizations identified, as requiring needs assessments.

An internship program will be developed during the REF period as follows:

- Internship opportunities will be identified which suit the interests and academic programs of qualified students from throughout the university community (juniors and above qualified on a competitive basis). The goals for identification of internship opportunities and placement of interns are as follows:
 - A maximum of six internship opportunities will be identified and six students placed in year one.
 - A maximum of nine internship opportunities will be identified and nine students placed in year two.
 - A maximum of twelve internship opportunities will be identified and nine students placed in year three.

Grant writing will be undertaken on the following bases:

- Although grant writing will be driven by the results obtained from the needs assessments conducted by the center's faculty, previous experience suggests that we should expect to write a minimum of one proposal per year for each organization for which a needs assessment has been conducted or a minimum of four proposals the first year, five proposals the second year and six proposals the third year to address the needs of the above identified organizations.

Additionally, in order to ensure the success of funding efforts to support the needs analyses, previous success rates with similar proposal requests suggest that we should write a minimum of five grant proposals for this purpose.

D. Impact Statement

- The proposed center will address the changing demographics of society in relation to the African American community and American institutions by recognizing and developing strategies to solve problems posed by the unique challenges associated with the African American experience.
- The proposed center should stimulate credit hour production in African American Studies and other departments.
- The proposed center would provide a uniquely informed learning and research environment.
- The proposed center will provide hands on experience in settings often ignored by universities.
- The proposed center will galvanize interest among faculty because of the concentrated focus on African American issues. The letters of support that are enclosed in this proposal already evidences this support.
- The proposed center will be the only systematic centralized and organized effort of its type in the region.
- The proposed center will provide opportunities to apply technologies and develop products and intellectual property unique to the African American experience.
- The proposed center will provide opportunities for faculty to obtain original data to inform their research.

- The proposed center will create opportunities to link theory with practice.
- The proposed center offers a market for contract learning, contract research, workshops, seminars and grants measuring in the billions of dollars. (For example, the agreements between the African American Community, the banking community, the health care community for investment in the African American community in Detroit alone exceed several billion dollars.
- The proposed center combining relationships of participating faculty and IDBS will expand collaborations to include other universities in the region and nationally.
- The center will impact major corporations African American institutions, and EMU by providing:
 - Additional exposure for EMU, its faculty, staff and students.
 - Increased interface for EMU with major corporations.
 - Increased involvement of EMU with African American institutions.

E. Budget: Revenues and Expenditures

Part I: REF Investment

Personnel (1.5 FTE)	\$ 15,000
FB	3,500
Student Help	5,000
Travel	4,000
SS&M	<u>2,500</u>
REF Request	\$ 30,000

Part II: IDBS Investment

In-kind contribution of \$ 10,000 (33% of request)

Part III: Other sources of funds

Grants	\$ 200,000
Fundraising	<u>50,000</u>
Total	\$ 250,000

F. Administrative Structure

The Center will be housed in Extended Programs, Institute for Diversity and Business (IDBS) (see organization chart). The Executive Director of the Center, Robert Perry, will report directly to Raouf Hanna, Executive Director of IDBS.

Research consultation will be provided by Stuart Karabenick, Executive Consultant, IDBS. Adrian Lottie will be the lead faculty investigator and liaison to the community. Collaboration between institutions, corporations, community agencies, and other EMU institutes and academic units will be encouraged and established where appropriate.

A marketing plan will be developed to promote both internally and externally the mission of the Center. This plan will increase the visibility of the center among the faculty and encourage further involvement in proposal writing for grants and contract.

G. Personnel

- Principal administrators and researchers

The Center combines the talents, experiences, and expertise of an inter-disciplinary team of faculty members dedicated to applied research in a variety of areas that impact the African American community. Faculty Investigators will report directly to the Executive Director of the Center.

- Dr. Teresa Green, Assistant Professor of Political Science and African American Studies
- Dr. Regina Williams, Department Head and Professor, Nursing
- Dr. Clovis Semmes, Professor of African American Studies
- Dr. Sherry Sayles, Associate Professor of Associated Health Professions
- Dr. Adrian Lottie, Assistant Professor of Political Science
- Dr. Robert Perry, Department Head and Professor, African American Studies
- Dr. Raouf Hanna, Department Head and Professor, Economics
- Dr. Melvin Peters, Associate Professor, African American Studies
- Dr. Victor Okafor, Associate Professor, African American Studies
- Mr. Ronald Woods, Professor, African American Studies

Additional faculty will be added as necessary depending on the grant or contract requirements. Faculty release time and/or honorarium will be determined based on the extent of the faculty's involvement in Center activities.

- List of prior grant activity

Dr. Clovis Semmes

- Spring-Summer Research Award EMU, 1995 and 1999
- EMU Task Force on Interdisciplinary Studies Grant, 1995-96

Dr. Sherry Sayles

- Women in Leadership: Liberating and Inhibiting Factors, W.K. Kellogg Foundation, \$41,000
- Michigan Department of Labor, \$ 10, 000

Dr. Adrian Lottie

- Project Start, New Detroit, \$15,000
- Minority Achievement Program, Washtenaw County Workforce Development, \$100,000
- Project Connect, Bank One, \$70,000
- Associated General Contractors of America, \$30,000
- Experiential Learning Curriculum Development, FCIE, \$500

Dr. Robert Perry

- Even Start Project, Board of Education, Toledo, \$15,000
- Managing Diversity with Management, Lucas County Children's Services Board, \$30,000
- Needs Assessment for Erie-Huron Counties, CAC Headstart, \$12,000
- Young Men Emerging, Self Expression Teen Theater of Central Toledo, \$ 12,000
- Diversity Training of Flower Hospital Management Staff, \$ 1,500
- Ohio Child Welfare Training Program, Institute for Human Services, Children Services Bureau \$ 3,000

Dr. Stuart Karabenick

- Minority Achievement Program, Washtenaw County Workforce Development Program \$100,000
- Project Connect, Bank One \$70,000
- LEP-TNET, U.S. Department of Education \$1,800,000

Dr. Ronald Brown

- Wayne State University, Diversity Committee: Wayne State University \$4,000
- National Black Politics, Survey: Russell Sage Foundation \$125,000
- African American Religious Culture: Wayne State University \$2,500
- Public Influences of African American Churches: Pew Charitable Trust \$6,000
- The Influence of Biblical Narratives on the Study of the Remembered Past Among Middle-class African Americans: Wayne State University \$7,000

Dr. Raouf Hanna

- Workforce Development Project for the Associated General Contractors of America \$30,000
- Minority Achievement Program, Washtenaw County Workforce Development Board \$100,000

- Project Connect, Bank One \$70,000

H. Industrial Collaborators and Advisory Board Members

An Advisory Board of prominent community leaders will be established and Chaired by Ronald Brown. The Advisory Board will provide input to the Center Director. Consultation, advisement on Center policy, and networking will be the Boards primary functions. Advisory Board Members will include:

- Dr. Ronald Brown, Professor of Political Science, Wayne State University, Chairman
- Dr. Karl Gregory, Professor Emeritus of Management, Oakland University
- Mr. William Ross, Executive Director, Booker T. Washington Business Association
- REF faculty investigators

Faculty members will be assigned to specific program areas of focus based on expressed interest and professional expertise.

- Public Health - Regina Williams, Clovis Semmes
- Education- Sherry Sayles, Regina Williams
- Diversity Management- Robert Perry, Sherry Sayles
- Economic Development- Rauof Hanna, Adrian Lottie
- Business- Adrian Lottie, Rauof Hanna, Robert Perry
- Political and Public Policy-Teresa Green, Victor Okafor
- Religion- Clovis Semmes, Teresa Green
- Arts and Culture -Melvin Peters
- Law - Ronald Woods
- Total REF-supported student slots
\$ 5,000