



Thursday, June 23, 2011

Return to Emiquon

A grand reawakening for the Illinois River wetland wildlife preserve
BY JEANNE TOWNSEND HANDY



In 2000, The Nature Conservancy purchased 7,100 acres of farmland approximately 55 miles northwest of Springfield near Havana and Lewistown, Ill., with the intent of returning it to a semblance of its former state. It would be one of the country's largest wetland restoration efforts. This land in the Illinois River Valley was given a new name – Emiquon – chosen in tribute to the Native Americans who had inhabited the area in the ancient past. On my first visit in 2004, with the restoration efforts still in the planning stage, I found myself staring out at barren fields and abandoned farm structures, trying my best to imagine the scene described by Stephen Forbes in 1896 – a scene The Nature Conservancy hoped to replicate.

On June 4, 2011, the day marking the grand opening of the Emiquon Preserve, no imagination is needed.

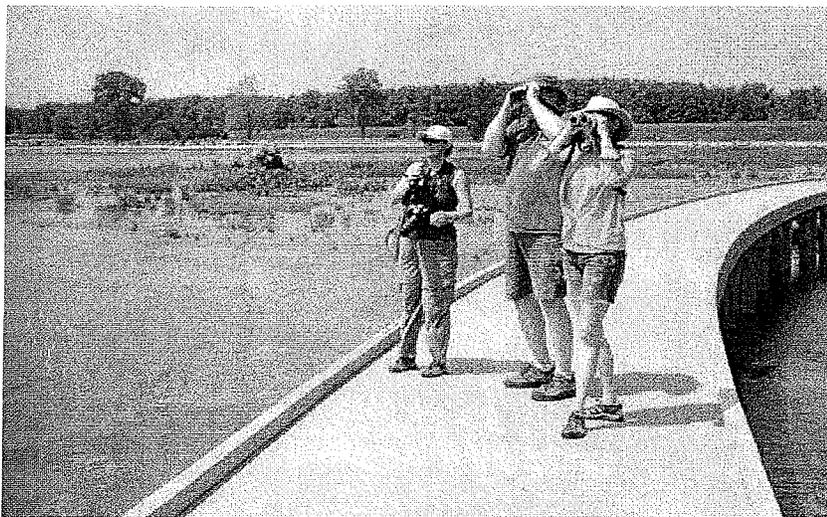
It is a day of blazing sun and blazing temperatures, yet a crowd of people gathers to celebrate the return of water, wildlife and the opportunity to witness a sight once Illinoisians thought would never be seen again. We head across a new boardwalk that juts into the restored Thompson Lake and make our way toward the Wetland Observatory, which is temporarily acting as an elevated podium upon which are seated today's speakers – a sampling of the people involved in the collaboration behind the

transformation. There are many others who have been involved in the restoration mingling amongst the crowd and manning booths set up to display the opportunities presented by this site. The only thing hard to imagine now is the work that has been involved in returning farmland to wetland.

To understand the magnitude of the project, it is important to recall the area's history. It stretches back 12,000 years to the Native Americans who first inhabited the area, drawn here seeking the sustenance provided by the wildlife. Waterfowl gathered here in tremendous flocks, and the floodplain acted as a nursery where plankton and many species of fish reproduced. Their young would move into the river system to create fishing so bountiful that in the early part of the 20th century the Illinois River harvest accounted for 10 percent of all fish harvested commercially in the United States. Some called it the fishing capital of the world.

It was natural that the sportsmen would follow the wildlife to what was then called Thompson Lake, but so too did the scientists. Amazingly, this area acted as the birthplace of both modern archaeology and modern ecology. It was in Havana that Stephen Forbes, "a giant of American ecology," initiated biological investigations in 1876.

Eventually the fertility of the soil presented a lure too great to resist, and in 1924 the lakes and wetlands were drained, levees were built that separated the river from its floodplain, crops were planted and bottomland hardwood forests were cleared. The lake would be transformed into farmland – and farmland it would remain for more than 80 years.



No one disputes the importance of agriculture to Illinois and its people, yet The Nature Conservancy found an incredible opportunity here. In 2000, they had the chance to purchase land for what would become their largest preserve; they found the chance to partner with the U.S. Fish and Wildlife Service who manage the nearby 3,000-acre Emiquon National Refuge; to partner with the Dickson Mounds Museum who tell the story of the area's human and natural history; to partner with the **University of Illinois Springfield**, which opened the Therikildsen Field Station in 2008, as well as the Illinois Natural History Survey, which has continued to do important work since Forbes' day. Together they would have the opportunity to undertake a restoration that could be – that would become – a model for similar projects around the world.

It has been an amazing collaborative effort, but Leslee Spraggins, state director of The Nature Conservancy, wants people to be clear that the Emiquon Preserve is not owned by the government. "People have been confused. They think this is a government place, but it is not," she states. While the U.S. Wildlife Service's 3,000-acre Emiquon National Wildlife Refuge is located next door, she notes it is primarily private money – \$18 million from The Nature Conservancy alone – that has funded the Emiquon Preserve, with Caterpillar a vital partner. However, she is quick to

acknowledge that government entities have assisted them. They have received assistance through the U.S. Department of Agriculture's Wetland Reserve Easement Program, and the U.S. Army Corps of Engineers has provided help with planning and management. In addition, the Illinois Department of Natural Resources has assisted in restocking Thompson Lake's waters.

Although native plants that have lain dormant beneath the ground for eight decades are re-emerging naturally since the return of the water, the restoration of fish to Thompson Lake would take human intervention. The Conservancy signed a cooperative fisheries management agreement with IDNR in 2007, and as a result nearly 2 million fish were stocked in

Emiquon's waters with many species not available from hatcheries. "DNR helped us put in native fish here that you just can't go out and buy anywhere," states Spraggins.

Emiquon now has 5,800 acres of wetlands, but additional adjacent restoration has taken place, with 200 acres of wet prairie and 400 acres of upland prairie being restored. Dr. Michael Wiant, director of the Dickson Mounds Museum states: "At the end of the day, if you take Chautauqua National Wildlife Refuge, Emiquon National Wildlife Refuge, and the Emiquon Preserve, you are talking about roughly 14,000 acres of Illinois River Valley which will be restored into habitat that will promote the betterment of a whole variety of species."



Like a replay of the historical past, people are returning in the wake of the wildlife. The sportsmen are returning to hunt and fish. The nature enthusiasts and artists come to contemplate the view and seek out new species. And, of course, scientists abound at this site. According to Michael Reuter, director of The Nature Conservancy's North America Freshwater Program, Emiquon has drawn attention from countries around the world such as China, a nation struggling with floodplain management on the Yangtze River. "They are curious about our approach, about the way we monitor the system," he states. He adds that they have also had people here from Colombia, Brazil, and from Zimbabwe's African Wildlife Foundation, who came representing the Zambezi River. They were all looking for something different to learn and take back to their respective countries.

The latest addition to the site is the visitor facilities, which were only recently completed. Now people have a way to pull off of Illinois 78/97 and gain access to an Emiquon experience.

Jason Beverlin, the deputy director of The Nature Conservancy's Illinois River Program, notes this most recent project was funded privately by the Hamill Family Foundation, which donated \$3 million. "Every parking lot that you see, all the roadways, all the pavilions, the boardwalk, the walking trail, the piers – all of that

was funded by the Hamill family," he states. Beverlin notes that the most time-consuming part of the construction was the recycling of the concrete that had been on site. "All the rip rap, all of the road top, all of these concrete walls are made out of recycled concrete that was on the property. There were about 20 acres of concrete here. We broke all of that up and reused it. That took time."

The speakers atop the Wetland Observatory sit in a line like a human representation of the private and public dominoes that lined up and tumbled toward a tremendous realization – the money, the science, the vision. One by one the speakers come to the microphone to tell their piece of the story. They talk about achievements and future goals and economic advantages. Each expresses awe, using words like "phenomenal" to describe the accomplishment the Emiquon Preserve represents. The final speaker, Mayor John King of Lewistown, "the local guy," provides the perfect summation: "The Nature Conservancy cares about the community, not just this lake. They care about Lewistown; they care about Dickson Mounds; they want this to be a package, and it is a beautiful package." He concludes, "We have a lake!"

The speakers now descend the stairs and stretch out a bright red plastic strip for a ribbon cutting. The sweating and smiling crowd surges forward, the people in the back try to hold cameras above the heads of the people with cameras in front, all hoping to document the grand opening – the grand reawakening.

With the ribbon cutting over, everyone disperses to explore and read the new interpretive signs that tell the story of the site's history and the ongoing efforts. Some of these signs are stretched below pavilions and embedded in repurposed concrete formed into sitting-height walls that Mayor King calls "artwork." Many of the photos incorporated into the panels were taken by members of the Emiquon Corps of Discovery, a group that has been documenting the Emiquon transition through the arts – writing, painting, sketching, photography.

Other people are departing from the new canoe launch aboard a 20-person craft provided for the celebration by IDNR, and others stand with binoculars or look through the spotting scopes from the Wetland and Lakeside Observatories, seeking closer views of the birds that so recently were the stuff of legend.

Tharran Hobson, the Illinois River program restoration manager for The Nature Conservancy, has worked at the preserve to create a mosaic of habitats and states that there are now 212 species of birds documented here – woodland, wetland and prairie species. "Every wetland bird that you can imagine and some you couldn't imagine show up here," he states. "I've seen a lot of my firsts here." He tells of seeing Common Loons, a species he had not seen before in Illinois. And his first sighting ever of a Red-necked Grebe occurred at Emiquon.

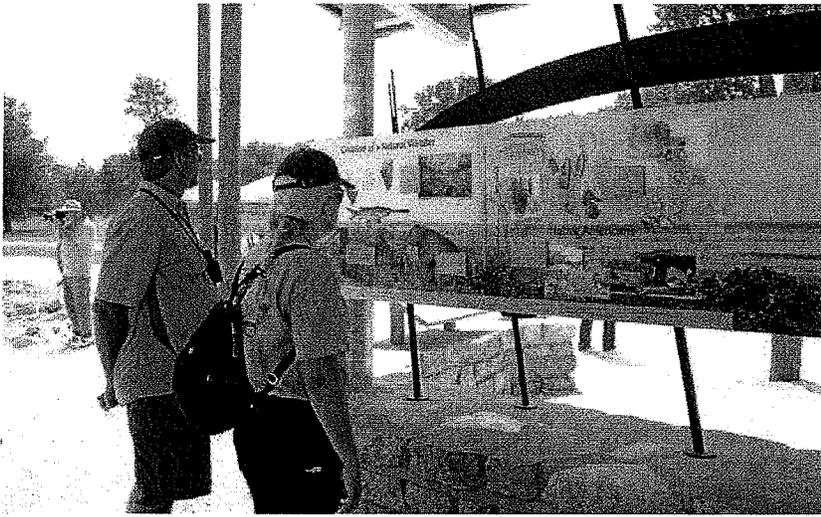


Many of us shuttle to other places of interest surrounding the Emiquon Preserve, such as UIS's Therkildsen Station. The station, funded in part through an endowment by Alfred O. Therkildsen, is located on the other side Illinois 78/97 across from the preserve. The faculty at the station provides training for students while conducting research in the field of floodplain ecology and restoration and management strategies. "Some of us started collecting even when there were little ditches out there," states Dr. Michael Lemke, the station's director. "I have been tracking the microbes, and in the last four years we have seen dramatic changes in the communities." The station's research is combined with that of other researchers in an effort to build a comprehensive study of the Emiquon restoration and to assist in its management.

Then it is on to the Dickson Mounds Museum where we find new displays and then, finally, to a nearby bluff called Morton Ridge where we witness an ongoing archaeological excavation. "We want people to get the sense that this is a region now, which has a variety of opportunities that include everything from education programs and folk music on the weekends [at Dickson Mounds Museum] to fishing and waterfowl hunting," states Wiant.

It seems a resounding success, yet the story is not over. And today is but a snapshot in time. Changing water levels and changing seasons will present visitors with varying experiences. "We want everyone to understand that this is a science project as much as a recreation place," states Spraggins. "The goal is to make it like a natural floodplain. That means that sometimes there's mud and sometimes there's flood." Jason Beverlin adds that there are many different water levels – some years will be great for fish, bad for birds – some years will be great for birds, bad for fish. "That's OK," he says. "That's the way we want it. We are not doing this for one thing; it's the biodiversity – the more the merrier."

The work will continue and issues will continue as well. A large



group of scientists came together in January for their yearly meeting at which they pool their knowledge to recreate, as best they can, a habitat formerly created and ruled by non-human nature. Yet there is no doubting that we have, in a way, the rare opportunity to relive the past.

Again this area is attracting international attention and again it is acting as a fish nursery. Fishery experts have located species in habitats that are rapidly disappearing, collected them, and brought them to Emiquon, which is once again a site of fertile propagation. Many of these fish have done well and are being taken back to their original habitats.

And then there is the return of the birds....

In 1916, Jim Paul of Peoria reported, "There were thousands and thousands of ducks on the water. Somebody scared them, and when they took flight, they were so thick they completely shut out the sun . . ." In the Spring of 2011, a survey by waterfowl scientist Chris Hine of the Illinois Natural History Survey counted 101,500 snow geese in the area. Springfield's State Journal-Register would report on March 7, 2011, in an echo of times long past, "When the snow geese lift off Thompson Lake, there are so many it can be hard to see through them."

Plus, there is the spontaneous return of the native wetland vegetation such as the cattails and the American lotus. Dr. Wiant calls on me to imagine once again. "My gosh," he says, "think about the adaptive strategy, about basically knowing your world well enough if you're a lotus seed lying there, and the tractors are going back and forth over your head for 80 years. And one morning it's wet and warm, and you say, "Hey, you know what? It's time to put my party dress on and float to the surface!"

Wiant continues: "You don't have to be in a frontier, in a new part of the globe, you can watch it work right here in your yard. It's the same awe-inspiring event."

Jeanne Townsend Handy of Springfield has a background in environmental studies and has been writing about the natural world and environmental issues since 1999. She first wrote about the Emiquon Preserve for Illinois Times in November 2004.

Latinos and college shape U.S. future



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Maria Alejandra Salazar will graduate in August with a bachelor's degree in education and social policy from Northwestern University. Though she needs to take one more class, she was thrilled to participate in the school's graduation ceremony in Evanston last week.

Salazar, who turns 22 in a few weeks, is a graduate of Niles North High School in Skokie, where she got used to being the only Latina student in a classroom. At least at Northwestern, where Latinos are about 7.5 percent of the undergraduate student body, she typically had a couple of fellow Latinos as classmates.

But those numbers still are low, and that tells a story. Salazar was one of the relatively few and proud Latinos graduating from a four-year American university this year, a big problem full of implications for Illinois and the rest of the country.

As you might know, Latinos are the fastest-growing segment of the U.S. population, and 37 percent of the nation's 44 million Latinos are under age 20. By 2020, Latinos will make up 22 percent of the nation's college-age population.

Latinos and other minorities will replace the retiring baby boomers and drive the future economy. And the job for today's school officials, politicians, business and community leaders is to make sure those Latinos are up to the challenge.

On Monday, the College Board and Advocacy and Policy Center, based in New York City, released a study showing — and this should surprise nobody — that a great majority of young Latino and African-American men fail to go to college or earn a degree, and a large number end up unemployed or incarcerated.

Nationally, the study found, only 16 percent of Latino men and 28 percent of African-American men ages 25 to 35 have at least an

associate's degree, compared with 70 percent of Asian American and 44 percent of white men. Perhaps more distressing, 47 percent of Latinos ages 15 to 24 who have high school diplomas are unemployed. And the percentage of Latinos men who are incarcerated is 5 percent.

College Board President Gaston Caperton called the report's bleak findings "a tragedy for America," which is absolutely true.

Education has been the key to prosperity and competitiveness in our country, and it will continue to be as the population becomes more diverse.

Ten long years ago, the late Dr. Jorge Prieto, a Mexican-American physician who studied at Notre Dame and became president of the Chicago Board of Health, told me in an interview that he was worried about the lack of schooling among Latinos.

"We don't want to grow in numbers and lag behind in education," Prieto said.

Then as now, as Prieto knew, one of the biggest challenges the Latino community faces is getting young people to stay in school, straight through college. An uneducated individual — of any race or ethnic background — won't be able to compete in our ever more complex global economy, and he or she is much less likely to participate in the political life of the country.

And that is just for starters. Experts will tell you about the correlation between dropping out of high school and gang violence and about the litany of other related social ills.

Fortunately, there are positive signs. More young Latinos are finishing high school. According to the U.S. Census, the percentage of Latinos ages 18 to 24 not enrolled in high school in 2008 was 22 percent — down from 34 percent in 1998.

And the number of Latinos attending a two-year college increased 85 percent, from 540,000 in 2000 to a 1 million in 2008.

That might mean efforts to reduce dropout rates among Latinos are beginning to work, and the day is coming when we will see more Latinos such as Maria Alejandra Salazar graduating from Northwestern, the University of Illinois at Chicago, Southern Illinois University and Harvard.

Lawmakers take another pay cut

Some complain about salary freeze combined with unpaid days off

BY MONIQUE GARCIA
AND RAY LONG
Tribune reporters

SPRINGFIELD — Illinois lawmakers voted to continue taking a pay cut Wednesday, but not before a handful of senators complained about it.

Members of the Illinois House and Senate will have to take 12 unpaid days off during the next year and will forgo a 11 percent cost-of-living increase under a measure that awaits the governor's signature.

The move effectively freezes lawmakers' paychecks after they took the same action last year. Base pay for lawmakers is \$67,836 a year but will drop by more than \$3,000 with the furlough days. Many lawmakers make thousands of dollars more by serving as

committee chairmen. And because the gig is considered part time, some of them have other jobs.

"The message that this sends today is that we're willing to sacrifice ... just the way people are at home and in their business," said sponsoring Sen. Dan Kotowski, D-Park Ridge.

But appointed Sen. Tom Johnson, R-West Chicago, suggested the move is little more than a public relations stunt.

"This is somewhat pandering to an electorate, to say we are self-righteous enough to cut when we haven't been able to cut the overall budget," Johnson said.

Another opponent, Sen. Annazette Collins, argued that skimping on lawmaker salaries would discourage some from running for office, particularly low-income candidates.

"To me, this is a mockery," said Collins, D-Chicago, who recently came over from the House. Collins argued that "\$65,000 is not a lot to

get paid to do a job. Not saying we don't love this job, because I love representing my community, the poor people who cannot be here to be represented."

The Senate voted 48-4 to send the bill to Democratic Gov. Pat Quinn. Also voting against it were Sen. Mattie Hunter, D-Chicago, and Sen. Kimberly Lightford, D-Maywood.

The measure would take away the cost-of-living raises for state-wide officials but not require them to take unpaid days off.

Lawmakers also dealt with the primary reason they had to interrupt their summer break and return to the Capitol for a day: resolving a dispute that threatened to hold up billions of dollars of construction projects throughout Illinois.

Despite the high-profile hand-wringing over the fate of summer construction season, the overwhelming approval of the legislation in the House and Senate on Wednesday was anticlimactic.

Last month, Senate Democrats slowed approval when they attached \$430 million in spending on schools, social services and other areas to the construction legislation.

The House refused to go along, and lawmakers left town. Quinn later threatened to shut down construction projects throughout the state by July 1, a move that would have idled thousands of workers.

The Senate backed off the extra spending, and lawmakers sent a construction bill to Quinn on Wednesday.

"In light of the governor's action, we obviously didn't want to jeopardize the capital (construction) bill," said Senate President John Cullerton, D-Chicago. "We'll take up the shortcomings of the House budget that we did pass when we come back."

Meanwhile, the Senate held off on confirming Quinn's appointment of former Chicago mayoral candidate Gery Chico to lead the

State Board of Education.

Republicans asked that the matter be put off until Chico can come to Springfield to answer questions about his connections to Save-a-Life, a nonprofit group that critics contend wasted millions in government money.

Chico said he has not had any contact with the defunct nonprofit in more than a decade and that his only involvement was trying to ensure Chicago Public Schools students learned first aid techniques.

"I'm wide open and look forward to a discussion," Chico said.

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News

Calling the Clicker Vote

June 23, 2011

Given a choice, would college students prefer to pay for more than one type of remote-controlled in-class voting device, a.k.a. “clicker”; carry more than one clicker with them from class to class; or neither of the above?

At California State University, the systemwide student government has picked the third option. Last fall, it passed a resolution calling for each California State campus to choose a single brand of classroom clicker, thus becoming one of a growing number of institutions to pursue clicker standardization as a way of curbing redundant costs for students. The system has responded by instructing those campuses that have not standardized clickers to do so. This spring, the Pennsylvania State University System went one step further, announcing that it would deploy a single brand of clicker across its 20 campuses.

These moves mark the first state-level acknowledgments of the pervasiveness of clickers, a technology that is hardly new but now appears to have bled well into the mainstream. And with the major clicker manufacturers now offering applications for smart phones, observers see a future beyond clicker standardization that could portend greater savings for students — and complications for professors.

Clickers have made inroads with the mainstream professoriate by promising to combat several things many professors dislike even more than trendy teaching toys: absences, boredom, and lack of feedback. In the more than 10 years since professors started experimenting with clickers, a substantial literature has emerged, with many studies charting a rise of attendance in those courses — possibly due to the fact that clickers allow professors to more precisely review the class participation records of individual students over the course of a semester. Periodic clicker surveys can also serve to keep students on their toes and alert professors when certain lessons are not sinking in.

But as the number of professors who use classroom clickers to poll — and occasionally quiz — their students has grown over the last decade, so has the likelihood that students will enroll in more than one class where the technology is used. If the professors use different brands, the students have to buy multiple devices, which generally cost between \$30 and \$60 each and sometimes come with periodic licensing fees.

This might not seem like much in light of the hundreds of dollars students spend per semester on textbooks, and the thousands they spend on tuition. But the compounding of clicker fees can come with a high “insult to injury” effect, says Doug Duncan, a senior instructor of astrophysics at the University of Colorado at Boulder, who has studied student opinion and behavior around clickers since his institution adopted them in 2002.

For professors, Duncan says, the price of exercising consumer independence when it comes to choosing clickers can come at the cost of student goodwill. By forcing students to spend redundantly on the tiny remote controllers, an instructor can seed resentment before he even steps up to the lectern.

“There are few things you can do to piss students off more than to force them to buy more than one [clicker],” says Duncan. According to his surveys, students often suspect the redundancy is part of a conspiracy to bleed them for some extra cash, rather than a mere lack of planning — although neither explanation reflects well on the professors.

The proportion of classes that use clickers is still small: less than 7.4 percent across all types of institutions, according to a fall 2010 survey of CIOs by the Campus Computing Project. However, the technology holds special appeal for professors teaching large survey

courses where gauging the zeitgeist without clickers is basically impossible. Since those courses enroll many more students than most, the likelihood that students end up in more than one clicker course might be higher than that 7.4 percent would suggest.

While standardization policies usually do not bar faculty from using their choice of clicker brand, they do effectively limit their choice by stipulating that instructional technology services will only support a certain type of clicker system. But this has not yet been a point of contention; professors are not as protective of their clicker brand loyalties as they are of their loyalties to certain textbooks or learning-management systems, says Jim Julius, associate director of instructional technology services at San Diego State University.

Some vendors have tried to ride those stronger loyalties by bundling their clickers with textbooks. One such vendor is iClicker, which is owned by the textbook publisher Macmillan. But that strategy has not panned out, with the textbook bundles accounting for a "disappearing percentage" of clicker sales, says Troy Williams, vice president of Macmillan New Ventures. Instead, the movement toward clicker standardization has found clicker manufacturers trying to win over whole campuses at a time.

Now that most college students have smartphones (more than 60 percent, according to the most recent Educause data), it would be natural for phones to supplant clickers by way of apps, which several of the leading vendors already offer — including Turning Technologies' ResponseWare app, or eInstruction's vClicker Mobile Edition. For students, this would render moot the problem of buying and keeping track of duplicate remote controllers (though paying for multiple apps could still be a headache in the absence of standardization).

But the migration to mobile clicker apps might be foiled by professors' perennial anxiety over permitting students to use their mobile devices in class. Many instructors remain suspicious that mobile devices, as they grow in sophistication, pose a threat to learning — and have thus banned them in class. When phones are banned, professors can spot violations as easily as they can spot a device being used, says Duncan; when students are asked to have their smartphones at the ready in case of a vote, it becomes harder to enforce bans on extracurricular browsing.

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— Steve Kolowich

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Higher Education's Future in Focus at Penn State Conference

by Genaro C. Armas, Associated Press, June 23, 2011

STATE COLLEGE, Pa. – Nearly 150 years after an act of Congress led to the establishment of the first land-grant universities, many of the public institutions face fiscal challenges amid tightening state budgets across the country.

The questions are similar to those facing companies or organizations in other fields as the economy struggles to rebound from the recession, the most pressing issue being how to do more with less.

The future of public higher education will be a prominent topic this week during a conference at Penn State intended in part to get a head start on the milestone anniversary of the establishment of land-grant institutions.

The president of the Washington-based Association of Public and Land-grant Universities, M. Peter McPherson, is among those who plan to attend the event, which begins Wednesday night.

“In a world of many changes and less resources, the touchstone has to be the quality of an education,” McPherson said in a recent phone interview. “The challenge is how we do that, and that will involve some change by us as well as some significant resources from the state and federal government.”

Congress passed the Morrill Land-Grant Act in 1862 to encourage colleges to add engineering, mining, agriculture and other applied sciences to courses that were rooted in arts and letters, according to historical information from Penn State. It was thought that the subjects would be useful for a country entering a period of economic and industrial growth.

Each state was given an allotment of federal land, about 30,000 acres for each senator and representative in Congress. The states were to sell the land to use the proceeds to create endowments, which in turn would provide support for colleges that introduced the new curricula.

“The colleges also had to pledge that the cost of this new higher education would remain within reach of Americans of average financial means,” according to Penn State, which was founded in 1855 and was designated Pennsylvania's sole land-grant institution in 1863, becoming one of the first schools in the country to receive the designation.

Hiram Fitzgerald, associate provost for university outreach and engagement at Michigan State, said the land-grant act initially created a public educational system that didn't exist in the United States at a time when small and predominantly religiously affiliated colleges were the primary centers of learning. Penn State calls the Land-Grant Act the anchor to its three-part public mission of teaching, research and public service.

Like other land-grant schools, Penn State also faces budget cuts and layoffs after Republican Gov. Tom Corbett proposed this year to slash state funding for the 14 state-owned schools and four state-related schools by 50 percent.

The university's loss amounts to about \$182 million of its \$4 billion budget. The school has said that does not present a true picture of the impact on its educational mission because much of the income is earmarked toward other areas. For instance, federal funding awarded for research can't be moved to the education ledger.

Penn State has frozen salaries and placed a hold on new construction projects, while layoffs are expected. Last week, regents at Oklahoma State approved a 4.85 percent tuition increase, following recent cuts in state funding for the university by 4.8 percent, or about \$12 million.

Penn State's vice president for outreach, Craig Weidemann, said that, because of reductions in state allocations, it's "more important than ever" for universities to recognize their commitments as land-grant institutions.

"To make sure our lenses are very focused," he said, "and focused on what's the most pressing challenges for the communities."

Fitzgerald, who plans to present at the Penn State conference, said land-grant schools began to shift more attention to research after World War II, when the National Science Foundation and the National Institutes of Health were created and began pouring more money into universities focusing on the sciences and math.

Amid the fiscal uncertainty, Fitzgerald suggested that land-grant schools begin reconnecting more with communities "maybe like they did 150 years ago."

"To engage the communities where they might be, whenever that might be," he said. "We have to engage them in a way to co-create these solutions."