

Regional Stewardship at Murray State University

PHASE 2 FUNDING REQUEST PROPSAL

April 23, 2008

INTRODUCTION

In 2006, The Council on Postsecondary Education (CPE) implemented an initiative titled the Regional Stewardship Program. This program promotes regional and state wide economic development, livable communities, social inclusion, creative governance and civic participation through public engagement activities initiated by comprehensive university faculty and staff. The program's main purpose is to link the resources and knowledge of the regional universities to the needs and challenges of their respective regions.

During the 2007-2008 academic years, Murray State University (MuSU) has shown continued growth and commitment to regional stewardship. The following paragraphs outline the activities Murray State University engaged in to meet the terms of the Regional Stewardship Fund Agreement set out by the Council on Postsecondary Education (CPE). A complete progress report update on the accountability for infrastructure plans is listed in Appendix A.

The University continues to underscore the importance of regional stewardship in strategic planning, goal setting across campus units, and through the operation of special centers of outreach to provide a wide array of services to the region. Currently, Murray State University supports the service region with approximately fifty research facilities and programs to assist area citizens and communities. Appendix B is a list categorized by MuSU Colleges with targeted strategic areas identified.

On September 26, 2006, Murray State University submitted its infrastructure plan to the Council on Postsecondary Education. The ultimate goal of the plan was to advance core stewardship values, commitment, and actions by revising the institution's configuration, providing expanded service incentives, and creating policies and procedures to enhance the institution's ability to form dynamic, working partnerships. Upon implementation, Murray State University has focused on building upon its history of institutional service and dramatically expanding the institutional and the community stewardship capacity to promote the region's welfare.

Appreciatively, Murray State University was awarded the infrastructure funds from the state. The first action taken by the university was to establish a new Office of Regional Stewardship

and Outreach which involved creating a budget, developing resources and hiring staff. An extensive search to hire an Executive Director of Regional Stewardship and Outreach was conducted and the position was filled in August 2007 by Ms. Gina Winchester. Ms. Winchester immediately developed an office and hired a part-time administrative assistant and VISTA Volunteer. Ms. Winchester's first challenge, as proposed by the CPE's guidelines, was to create a Regional Stewardship Advisory Council composed of representation from each of the eighteen counties in the service region; she traveled throughout the region for three months speaking with various community leaders to solicit recommendations. Ms. Winchester compiled a list of over 150 names of individuals that held promise as excellent representatives for the Advisory Council. The list was then reduced by areas of expertise and location to about fifty names that were presented to Dr. Randy Dunn, MSU President, for final selection. On November 15th, 2007, Dr. Dunn sent an invitation letter to the 21 selected members inviting them to serve on the Regional Stewardship Advisory Council and all invitations were accepted. The composition of the council includes a diverse range of occupational backgrounds, men, women and minorities of various ages, and representation from each of the eighteen counties plus an additional member from each of the three largest counties. Each of the council members have either lived or worked in more than one county in the service region and serve on numerous other boards, councils or commissions. A contact list of the 21 council members is available in Appendix C.

The University sensed a need to solicit unfettered input from the advisory council and believed assistance from an outside, third party would benefit the overall initiative. After researching appropriate vendors, the NewCities Institute was selected to provide facilitation services and general guidance throughout the process. The NewCities Institute is a Kentucky based non-profit foundation with a mission to promote civic engagement in order to improve the quality of life and economic climate of communities.

To also facilitate the process, a marketing plan was implemented which involved developing marketing materials for mailings to key leaders in the region, press releases to various media markets, and presentations at community forums to promote the new Regional Stewardship initiative. Thirteen press releases have been published and twelve combine presentations made to the region. A detail list of the marketing plan is in Appendix D.

The first meeting of the Regional Stewardship Advisory Council was held January 10th, 2008. This successful orientation meeting introduced the members to the initiative and outlined the roles and responsibilities for the Regional Stewardship Advisory Council. It was decided by the group that each member would gather information from their respective communities for a regional needs assessment; over six weeks, the council members forwarded approximately 90 documents to the Office of Regional Stewardship at Murray State University. This information was compiled into one summary document, which is housed on the University's website at www.murraystate.edu/stewardship/ and is attached in Appendix E.

The second meeting of the Regional Advisory Council was held on February 28, 2008. At this meeting, the council participated in an exercise to convey the values of their communities and developed a vision statement for the Regional Stewardship Vision Plan. The council also conducted a SWOT (Strengths Weaknesses Opportunities Threats) Analysis to look at the opportunities and challenges for MuSU's eighteen county service region. Results of this analysis can be found in the Appendix F. Following the meeting, the council took part in a Regional Engagement Conference held on Murray State's campus to support faculty and staff professional development. The conference was sponsored in part by the Office of Regional Stewardship and the Office of Service Learning and Civic Engagement. There were approximately 200 participants that heard national speakers in Civic Engagement such as, George Mchaffy, Nancy Hensel, as well as Richard Hersh. A program of the event is located in Appendix G.

The third meeting of the Regional Advisory Council was held on March 14, 2008 at Kentucky Dam Village State Resort Park. This was a day long retreat wherein the council was presented with national and global information to help assess the regional needs. After analyzing the data collected by the council and engaging in much discussion, the members developed a vision plan and determined four strategic goal areas along with specific objectives to satisfy the goals. A recap of how the vision plan developed can be found within the minutes of the first three meetings in Appendix H.

In early April, a draft of the vision plan was presented to key administrators and deans on campus to garner their input on how Murray State University could address the goals and objectives outlined in the Regional Stewardship Vision Plan. About that same time, President Randy Dunn presented the institution's new strategic planning process to the campus community which included the Regional Stewardship concepts of reaching out to the region, nation and world through three imperatives; Fostering Excellence, Building Partnerships, and Creating Community. A copy of the PowerPoint used for this presentation is in Appendix I.

To support the tracking of engagement activities, Murray State University also purchased a comprehensive, web-based database, Digital Measures. This system will allow the university to capture and report Regional Stewardship activities to the council annually. A representative group of faculty and professional staff have devoted numerous hours designing the system to meet MuSU needs. Target date for system implementation is fall 2009.

The fourth meeting of the Regional Stewardship Advisory Council was held on April 15, 2008 again at Kentucky Dam Village State Park. Prior to the meeting, the council was given ample time to review the vision plan. At the meeting, the council finalized the vision plan, set priorities for the accomplishment of the goals, and provided input on the university proposal for Regional Stewardship Phase II funding. The final copy with council signatures can be found in Appendix J along with a letter of support from the Chairperson.

PLAN NARRATIVE

The second allocation of regional stewardship funding - \$300,000 will support four initiatives outlined in the Regional Stewardship Advisory Council's Vision Plan for the service region. The Regional Stewardship Advisory Council shares the vision of a united west Kentucky changing its culture to succeed in the new century. This plan as reviewed and adopted by the Council on April 15, 2008, has four strategic goals; Educational Attainment, Job Creation/Entrepreneurial Spirit, Collaborative Partnerships, and Quality of Life. Each goal has five specific objectives to meet the goal and all are obtainable within a given time frame with sufficient support. Murray State University is committed to providing assistance and leadership to meet these goals as evidenced by the mission and values set forth for the institution.

Mission and Values of Murray State University: Murray State University serves as a nationally recognized regional comprehensive university, offering high-quality baccalaureate and master's degree programs in the core areas of arts and sciences, agriculture, business, health and human services, teacher education, communications, engineering and applied technologies. Teaching, research and service excellence are core values and guiding principles that promote economic development and the well-being of the citizens of the state and the region.

Murray State University places a high premium on academic outreach, collaborative relationships with alumni, the public schools, business and industry, governmental agencies and other colleges and universities at home and abroad.

Murray State University prepares graduates to function in a culturally diverse, technologically oriented society and increasingly interdependent world. The university is committed to international education as an integral dimension of the university experience.

Murray State University emphasizes student-centered learning and educational experiences that include first year experience, the honors program, internships, study-abroad, service learning, research and creative projects, residential colleges, and student organizations.

Murray State University fosters an exciting and challenging learning environment by adopting the following values; Accessibility, Academic Freedom, Accountability, Diversity, Excellence, Integrity, Nurturing Environment, Shared Governance, and Student-Centered Learning.

Through the process of developing the vision plan for the Regional Stewardship initiative, it was the desire and consensus of the Regional Stewardship Advisory Council to establish a process by which the Advisory Council could review and reassess the measurable outcomes of the funding on an annual basis toward meeting the goals and objectives of the vision plan. It was also their desire to focus on one major goal at a time and allocate funding toward that goal until it has significantly been impacted. Each year as objectives are attained, the Advisory Council would reassess the objectives and change allocations to meet the next priority goal. For example, the first year Phase II allocations would be targeted to priority number one of Education Attainment. Subsequent years funding would be allocated to the other three priority goals, so that all four goals obtain funding over the next ten years. In order to make this possible, the university would

agree to allocate matching resources and to obtain additional revenue sources to supplement CPE funding.

Educational Attainment: The Regional Stewardship Advisory Council's Vision Plan's focal area is to "prepare its citizens to compete in the new global economy by increasing the number of degree holders at every level and raising academic performance to national standards, while providing opportunities for lifetime learning".

To attain this goal, the first objective is to raise public school academic performance by further developing the knowledge and skills of educational leadership. To specifically address this first objective, the university proposes to build on the offerings of the MuSU Teacher Quality Institute and the West Kentucky Educational Co-op along with guidance from the P-16 Council to develop a Center for Educational Leadership Training to meet the needs of the region in educational leadership development. The Center would incorporate best practices of institutions and organizations across the state and/or nation, and incorporate faculty expertise from the university. Fifty-thousand dollars of regional stewardship funding will be matched by the College of Education as a fifty percent cost share to hire a Leadership Academy Coordinator to work with the public school systems and sponsor regional leadership events to develop the knowledge and skills of educational leaders in the service region. This individual will also serve as a half-time instructor through the College of Education to suggest curriculum development for a master's degree in leadership. Additional dollars of regional stewardship funds will be allocated as operational capital to purchase release time, pay travel stipends and other operating expenses associated with setting up the center and providing training to the region.

What follows is a description of, and rational for, the activities that the Center for Educational Leadership Training will undertake and one measurable outcome for the year.

- In the state of Kentucky there are currently about 35 out of 170 Superintendant positions vacant and even more Principal positions for the upcoming school year. These positions are largely due to retirement. Incentives for current school personnel to transition into administrative roles are very minimal. It is the desire of Murray State University to assist in providing some rewards for educational leaders who are willing to make that transition by providing professional leadership development training. A Center for Educational Leadership will provide help to offset the cost of training and provide consulting. One measurable outcome will be to host a regional leadership academy in conjunction with the West Kentucky Educational Co-op.
- Currently, the only master's degree program offered at Murray State University to education majors who aspire to become Principals or Superintendents is a degree in Administrative Supervision or Counseling. Therefore, the university purposes to incorporate a master's degree in Educational Leadership. One measurable outcome will be to develop the curriculum for the program within the first year.
- Across the state of Kentucky, mentors are provided by the state to Superintendents and Principals during their first year. However, funding for continuous mentoring is not

available. Murray State University proposes to enhance this mentorship program by utilizing Regional Stewardship initiative funds to create a volunteer mentor program matching retired Superintendents and Principals with existing personnel. One measurable outcome will be the development of guidelines for this program within the first year.

The second objective involves keeping everyone engaged in education by providing opportunities for life-long learning. Murray State University is committed to this objective in a number of areas. Through the MuSU Office of Continuing Education, the university sponsors educational workshops, classes, and summer camps on a variety of topics for all ages. This will be expanded through seeking partnerships with regional art and recreational organizations to develop a Cultural Diversity Awareness Series. The College of Humanities and Fine Arts will dedicate faculty and professional staff expertise in creating this Cultural Diversity Awareness Series. The series will focus on showcasing regional artists, as well as bringing national artists to the region and explore ways to exhibit cultural diversity. Thirty-thousand dollars of regional stewardship funds will be allocated to cover travel, promotion, faculty release time, and hire graduate assistants to coordinate these events in the region.

What follows is a description of, and rational for, the Cultural Awareness Series and one measurable outcome for the year.

- Although tourism is a growing economic engine in the region, awareness of the arts and cultural history is lacking and most public schools have eliminated it from their curriculum. Murray State University seeks to partner with existing cultural agents to help promote the importance of life-long learning through expression of art and culture. One measurable outcome will be to develop a connection with the region and establish a plan to host events on a quarterly basis.

The third objective under educational attainment is to reduce teacher shortages in high demand areas by developing a reward system that encourages more students to enter STEM (Science, Technology, Engineering, and Mathematics) career fields. One national program that is addressing the need for STEM initiatives is titled Project Lead the Way (PLTW). Project Lead the Way is a not-for-profit organization that promotes pre-engineering courses for middle and high school students. PLTW develops partnerships with public schools, higher education institutions and the private sector to increase the quantity and quality of engineers and engineering technologists graduating from our educational system. The curriculum for PLTW has at its foundation core critical content in all the STEM areas. PLTW has been endorsed by the state of Kentucky in particular the Council on Post-Secondary Education (CPE) by encouraging universities to partner with PLTW and assist school districts establishing PLTW programs. The University of Kentucky has taken the lead on PLTW initiatives with many regional universities participating as well. Murray State University has also partnered in PLTW with the University of Kentucky by providing a faculty/administrator (Dr. Danny Claiborne) to be an integral part of the certification team that certifies school district's PLTW programs across the state of Kentucky as they are being implemented throughout the Commonwealth. To enhance this objective, MuSU will hire an Outreach Coordinator to direct "Project Lead The Way" through the College of Science Engineering and Technology, expanding on the College's

current outreach activities and developing a mentoring program using student ambassadors to work with 7th and 8th graders after school and during the summer. Appropriate curricula will be implemented in regional schools and students encouraged to pursue STEM studies. Fifty-thousand dollars of regional stewardship funding will be matched by the College of Science Engineering & Technology as a fifty percent cost share to hire an Outreach Coordinator to work with the public school systems in the region and promote the STEM programs. The university will seek additional dollars to support this initiative through grant funding.

What follows is a description of, and rationale for, the Outreach Coordinator and one measurable outcome for the year.

- There are numerous reports demonstrating the critical need for both high school and university students focusing their education in STEM related subjects and majors. Some of these reports include: *“Tough Choices or Tough Times”* (December 2006) from the New Commission on the Skills of the American Workforce, *“Rising Above the Gathering Storm: Energizing and Employing America for a Brighter Economic Future”* (January 2007) from the National Academies, *“A National Action Plan for Addressing the Critical Needs of the U.S. Science, Technology, Engineering, and Mathematics Education System”* (October 2007) from the National Science Board of the National Science Foundation and, most recently, *“Chance Favors the Prepared Mind: Mathematics and Science Indicators for Competing States and Nations”* (November 2007) from the American Institutes of Research. These reports support Murray State’s desire to address this issue in the region by hiring an Outreach Coordinator to work with area schools within the first year.
- In addition, Murray State University will through the Department of Industrial and Engineering Technology recommend a stronger partnership with regional school districts by offering a “Design Contest” for all PLTW schools. This design contest will be implemented for all levels of the PLTW classes to include classes in: (a) IED – Introduction to Engineering Design, (b) POE – Principles of Engineering, and in the senior capstone course, (c) EDD – Engineering Design and Development. One measurable outcome is that this contest will be conducted within the first year.

The fourth objective to meet educational attainment is to create partnerships between business and educational institutions to develop programs for critically needed job specific skills. This objective will be addressed by using fifty-thousand dollars to engage two Community Liaisons to work specifically with each of nine counties to assess the needs and report back to the university on ways to utilize faculty and staff expertise to address those needs. These individuals will be based in the region at extended campuses in Paducah and Hopkinsville. They will work with business & industry, public schools, community colleges, and community agencies such as the Workforce Development Boards and Area Development Districts to collect data and determine job specific needs. Once the needs have been identified, they will target educational

opportunities and help the university develop service learning projects that meet those needs. An additional fifty-thousand dollars of incentive money will be set aside through Regional Stewardship to use for faculty release time, travel, technology and stipends for work done external to the university. The university will match the dollars to cover office space and operation cost for the Community Liaisons. In addition, the university will match thirty-thousand dollars of support for a new regional grant writer to work with communities to identify sources of funding for partnerships. As funds develop, the university envisions establishing a Regional Center for Entrepreneurial Development through the combined resources of the College of Business and Public Affairs, the Small Business Development Centers and the Regional Business and Innovation Center.

What follows is a description of, and rationale for, the Community Liaisons and one measurable outcome for the year.

- Business and industry in the region compete for the best and brightest employees to remain competitive in the market place. Many times the development of job skills needed to be successful in a specific market are not concentrated in that area of the region causing employers to look outside the area to fill jobs. It is the desire of Murray State University to work with employers in the region to provide that expertise training through course offerings, specialized training, and consulting. By placing a Community Liaison in the region to connect the resources, the university envisions developing partnerships with communities to expand specific economic development markets. One measurable outcome will be to get the liaison's hired, trained and connected within the first year.

The fifth objective to develop a mechanism to certify individuals as teachers through proficiency tests and individualized work experience credentials will be addressed through the College of Education working with the State Board of Education to create an alternative certification process and will need no funding through Regional Stewardship at this time. One measurable outcome will be to assign faculty from the College to study this issue and set up a committee to work with the state within the first year.

The following is a budget overview of the request for Regional Stewardship grant funds.

Phase 2 – Budget Overview

Category	Leadership Center	Cultural Series	Outreach Coordinator	Community Liaisons	Regional Grant Writer	Totals
Personnel Salaries Benefits	50,000*		50,000*	50,000*	30,000#	\$180,000
Operating	40,000	30,000		50,000		\$120,000
Total	\$90,000	\$30,000	\$50,000	\$100,000	\$30,000	\$300,000

*Murray State University will match this position with \$50,000 in cost share.

#Murray State University will contribute fringe benefits and office space to match this total.