

**Council on Postsecondary Education
Proposal for the:**

**Regional Stewardship Program
University Infrastructure Grant**

Submitted by:

**Eastern Kentucky University
October 1, 2006
Revised: January 7, 2007**

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Executive Summary

Located in Richmond, Kentucky, Eastern Kentucky University (EKU) has a distinguished record of one hundred years of educational service to the Commonwealth. EKU is a regional public institution of higher education that offers general and liberal arts programs and pre-professional and professional training in education and various other fields at both the undergraduate and graduate levels. While the primary mission of the University is dedicated to quality instruction, EKU also is strongly committed to utilizing the intellectual capital of its faculty and staff toward improving the lives of citizens in our service region.

Eastern Kentucky University is well poised to take advantage of the opportunity provided by the Regional Stewardship Initiative to better serve our region. The University just completed its 2006-2010 Strategic Plan and one of the cornerstones of the new plan is 'To increase and enhance external and internal constituency engagement, while maintaining a connection with the southeastern region of Kentucky.' The specific and measurable objectives for community engagement are explicitly outlined in the Strategic Plan. In the proceeding months, all units within the University will revise their existing Action Plans to realign their objectives with the Strategic Plan and will include public engagement activities. Furthermore, the University has just completed a comprehensive review of its tenure and promotion policies to provide further assurances that the types of activities envisioned under the Regional Stewardship Initiative are suitably recognized in the promotion and tenure process.

This document spells out the Infrastructure Plan that will be adopted by EKU to foster the Regional Stewardship Initiative that consists of three key components. The plan calls for the appointment of a Director for Regional Stewardship, reporting to the Provost, within a newly established Office of Regional Stewardship. The second component is the formation of a Regional Stewardship Faculty Committee. At least one faculty member from each academic college will be assigned to this committee. The committee members will be responsible for coordinating stewardship activities within their own college as well as across other colleges and disciplines. The third component is the creation of the Regional Stewardship Advisory Committee. The members of the Committee will be selected from, but not limited to, community leaders in the areas of economic development, education, government, and public health.

The Regional Stewardship Advisory Committee will work with the Office of Regional Stewardship to establish a set of focus areas for the Regional Stewardship Initiative. The Faculty Committee will work closely with the Office of Regional Stewardship to develop projects designed to address the specific focus areas identified and defined by the University and the Regional Stewardship Advisory Committee. These projects, to be funded, in part, under Phase II of the Regional Stewardship Initiative, will be reviewed by the Advisory Committee to assure that they meet the establishing priorities set by the committee.

Mission/Vision/Strategic Plan

Eastern Kentucky University is engaged in an on-going strategic planning process involving the entire University community. The development of the Strategic Plan is a collaborative process that is driven by faculty, staff, and students, and includes input from our service region through focus groups.

The 2003-2006 Strategic Plan was just updated and the 2006-2010 plan approved (<http://www.oie.eku.edu/spc/>). Eastern Kentucky University campus leaders, in conjunction with the University community and external constituents, emphasize public engagement throughout the 2006-2010 Strategic Plan. The University mission statement reflects this commitment by recognizing service as a high priority. The mission statement follows:

Eastern Kentucky University is a student-centered, comprehensive public university dedicated to high-quality instruction, scholarship, and service.

While the mission statement is intentionally broad, our commitment to public engagement, both through service and applied scholarship to meet regional needs, is clearly articulated through the University's Strategic Plan. The Strategic Plan is a hierarchical document consisting of five broad University Goals:

1. To promote and support an inclusive climate that respects and celebrates diversity by attracting, developing and educating a diverse student, faculty and staff population.
2. To continuously assess and improve the services and infrastructure of the University to support and maintain high-quality programs.
3. To promote learning through high-quality programs, research and support services.
4. To develop and enhance an environment facilitating intellectual curiosity, cultural opportunities and problem-solving abilities for members of the university community.
5. To increase and enhance external and internal constituency engagement, while maintaining a connection with the southeastern region of Kentucky.

Under each goal are listed several Strategic Directions which define specific objectives. Finally, each Strategic Direction includes Key Performance Indicators (KPI's) that are measurable outcomes that guide us in our assessment processes.

The University's strategic planning process involves departmental planning, college planning, and administrative division planning. As part of the University's planning process, all units across campus are required to tie their action plans to the University's strategic plan and therefore are encouraged to incorporate service and public engagement into their goals and objectives, although the nature and scope of activities can vary from unit to unit. Regardless, all units are required to submit annual reports on their performance related to their action plans which are posted on a database management system (TracDat) that can be viewed across campus. The University's Strategic Planning Committee is charged with the responsibility of reviewing the annual reports to assure that performance outcomes are consistent with the unit's action plan that is aligned with the University's Strategic Plan.

The 2006-10 Strategic Plan is evaluated annually by the Strategic Planning Council based on feedback from the bottom-up. All planning groups (e.g. colleges, Graduate School, etc.) begin assessing their plans at the close of the fiscal year. In the early fall planning groups provide a report of their progress to the Strategic Planning Council who then review all these reports and provide individual units with feedback. Then the Strategic Planning Council identifies any areas of the Strategic Plan that are not adequately addressed by a majority of the appropriate units. During the spring semester the Strategic Planning Council meets to close the loop and make adjustments, as necessary, to the University's Strategic Plan.

Two of the five University Goals, Goal 3 and Goal 5, are directly related to public engagement. The strategic directions linked with Goal 3 include enhancing student learning through excellence in community service and implementing academic programs that meet the current and future workforce needs. Both of these strategic directions will be measured with key performance indicators directly linked to public engagement by requiring departments to involve students in community service and offer courses incorporating service learning and tracking activities through TracDat reporting.

The University's most direct link to the overarching objectives of the Regional Stewardship Initiative is articulated under Goal 5 of the Strategic Plan: "To increase and enhance external and internal constituency engagement, while maintaining a connection with the southeastern region of Kentucky." Related strategic directions set specific objectives for increasing collaborative projects and partnerships with business, community and educational entities as well as directing more of the University's research capacity to address specific regional needs. Additionally, the University has made a commitment under Goal 5 to develop and implement a marketing and public relations plan that will increase and enhance our engagement with external constituencies.

The 2006-2010 University Strategic Plan fully integrates service and applied scholarship into its vision, mission, and planning documents and, therefore, is broadly aligned with the goals and objectives of the Regional Stewardship Program with regard to public engagement. Since EKV's strategic planning process is both on-going and dynamic in nature, it is anticipated that the alignment of unit Key Performance Indicators will reflect the more specific Regional Stewardship Program goals as a result of implementing the program.

Although no significant changes in the University's strategic planning documents are immediately anticipated as a result of the Regional Stewardship Program, we recommend that the University strategic planning process be revised to include input from the Regional Stewardship Office and Regional Stewardship Advisory Committee that will be established under this program. This will provide the University Strategic Planning Committee with input for consideration with regard to needed modifications of the Strategic Directions and Key Performance Indicators in the plan.

With the establishment of an operational Office for Regional Stewardship as described below, the development and reporting of measurable goals and objectives related to regional stewardship will be integrated into the University's strategic planning infrastructure. The Office for Regional Stewardship will report to the Office of the Provost and the office's strategic plan will be incorporated into Academic Affairs' plan. The Advisory Committee, in conjunction with

appropriate University representatives, will be responsible for the development of the strategic plan for this initiative.

Planning/Budgeting

The University's budget contains regular allocations that directly support engagement activities through the Division of Continuing Education and Outreach and the Office of Graduate Education and Research. The University's Division of Continuing Education and Outreach supports community involvement in educational endeavors and provides a variety of programs supporting regional engagement. For the fiscal year ending June 30, 2006, total University expenditures related to engagement/community service was \$4,581,469, of which \$4,158,702 was through the Division of Continuing Education and Outreach. For the first quarter of the current fiscal year, total University expenditures related to engagement/community service stands at \$1,334,196, of which \$1,206,323 has been through the Division of Continuing Education and Outreach.

Engagement projects are frequently funded by external sources and EKU's infrastructure includes a unit to assist faculty and staff in securing funding. The Division of Sponsored Programs, administratively situated under the Office of Graduate Education and Research, helps faculty and staff in identifying and securing funds for sponsored research and service projects. Supporting an institutional focus in regional stewardship, service learning and a higher level of engagement, the Division of Sponsored Programs will assist interested faculty to identify sources of funding for projects that promote engagement within the Eastern Kentucky University service region, including engagement consistent with the goals and objectives of the Regional Stewardship Program.

What follows is information detailing sponsored research and service projects, by college or University administrative area, commencing since July 1, 2005. These projects are specifically related to the Eastern Kentucky University service region and the state of Kentucky because any sponsored activity that was clearly not related to these areas was removed from this analysis.

College Arts & Sciences:	\$3,913,364
College of Business & Technology:	\$1,599,066
College of Education:	\$10,717,357
College of Health Sciences:	\$5,297,387
College of Justice & Safety:	\$59,001,101
Support & Administrative Areas:	\$6,653,013
Total:	\$87,181,288

The \$87,181,288.00 total represents approximately 291 sponsored agreements. The funding sources for these sponsored projects include the Commonwealth of Kentucky (state funds), the United States Government (federal funds) and other entities (private funds). A small sampling of variety of work identified in the sponsored projects supporting regional stewardship includes agricultural and biological research, mental health and substance abuse training, rural hospital flexibility program, and rural community police training.

This \$87M figure is particularly impressive because there are presently no identifiable University revenue streams that specifically provide incentives for individual faculty and departmental units to initiate engagement work. Despite the lack of faculty financial incentives for faculty to initiate engagement projects, clearly EKU is deeply engaged in the service region.

Sponsored programs involving regional engagement in our service region are supported through in-kind contributions and, to a lesser extent, through cash as project match. Additionally, institutional funds are used as the following examples illustrate:

- \$141,660.00 in institutional funds will support the QEP initiative on Service Learning, beginning July 1, 2007;
- \$150,000.00 in institutional funds is now supporting the operation of the Center for Economic Development, Entrepreneurship and Technology (CEDET) due to a loss in federal EDA funding beginning July 1, 2006.

Once sponsored program funds are secured, there are some financial rewards built into EKU's administrative structure. For instance, departments with faculty who are doing work on sponsored agreements may receive revenue from the sponsor in the form of indirect cost recovery agreements. Additionally, the QEP Service Learning Project, which will begin July 1, 2007, has incorporated some financial incentives. Faculty projects will be selected through a Request for Proposals process. Selected faculty projects will receive class release time, a project operations budget, student assistance, and a summer stipend to engage in scholarly work related to the project. These considerations are anticipated to fuel interest in submission of proposals for the competition.

The administrative process for making budgetary decisions links the strategic planning process to the budgeting process since budgetary priorities are identified through the Strategic Plan. The actual budget actions, however, are taken by the Budget Advisory Council, the group charged with making budgetary recommendations based on the Strategic Plan and administrative directives. The Regional Stewardship Program will follow this protocol. The Director of the Regional Stewardship Office will assume responsibility for assuring that regional stewardship budgetary priorities recommended by the Regional Stewardship Advisory Committee or other campus constituencies are included in the budget process.

Funding provided by CPE to support the Regional Stewardship Initiative will be treated as a restricted account similar to other externally funded programs. As the Regional Stewardship funds are received by EKU, they will be segregated from other appropriations for budgetary tracking (including ROI) and accountability purposes. They will be loaded into the University's administrative system where appropriate monitoring and tracking mechanisms are in place. Regional Stewardship Program initiatives will be monitored within the restricted fund organization, program and activity codes.

Engagement Infrastructure

Eastern Kentucky University's public engagement infrastructure is distributed throughout the institution. Public engagement activities relating to teaching, research and service exist in every college, as do programs related to external engagement. Despite this distributed approach, formal organizational structures within ECU support public engagement in a number of ways. Most of these structural units are housed within Academic Affairs (<http://www.academicaffairs.eku.edu/>):

- The University's Service Learning Initiative is coordinated through the Office of Associate Vice President for University Programs (<http://www.universityprograms.eku.edu/>);
- Centralized support for Co-op and Applied Learning (Internship) opportunities are provided to the community through the Cooperative Education Program under the Office of the Associate Vice President for University Programs (<http://www.coop.eku.edu/>);
- Assistance and support for faculty and staff seeking external funding for projects is provided by Sponsored Programs under the Associate Vice President for Research (<http://www.gradschool.eku.edu/>);
- Centralized support for a wide range of public engagement programs and activities is provided through the Division of Continuing Education and Outreach (<http://www.eku.edu/campuses/>):

In addition to the administrative units located within the Provost's Office are centers, programs and initiatives within each of the colleges. What follows are examples of these initiatives in each college, but this list is by no means complete.

The **College of Justice and Safety** (<http://www.justice.eku.edu/>), for example, operates two centers focused on external service: the Training Resource Center (<http://www.trc.eku.edu/default2.php>) and the Justice and Safety Center (<http://www.justice.eku.edu/jscenter/>). The Justice and Safety Center was formed by the College of Justice and Safety in response to the receipt of Program of Distinction status and works to advance public safety and security through research and evaluation, prototype development and testing, training, and technical assistance. It is at the forefront, nationally, in developing interdisciplinary approaches to the area of homeland security. The Training Resource Center is responsible for the management of a wide range of externally supported service projects including the Department of Corrections Training Project, the Juvenile Justice Training Center, the University Training Consortium, and the National Partnership for Juvenile Service.

The **College of Health Sciences** (<http://www.health.eku.edu/>) operates several programs with external focus, including the Bluegrass Farmworker Health Center. This project is a federally-funded migrant health center, located in Lexington, focused on optimizing the health of farm workers by providing affordable, culturally and linguistically competent, community focused primary health care (<http://www.bfhc.eku.edu/>).

The **College of Arts and Sciences** (<http://www.cas.eku.edu/>) operates numerous centers that are focused on external constituencies including the Center for the Study of Kentucky History and Politics (http://www.publicrelations.eku.edu/news/blanchard_center.htm), the Center for Economic Education (<http://www.economics.eku.edu/CEE/>), the English Language Instruction Program (<http://www.eeli.eku.edu/>), the Geographic Studies and Research Center (<http://www.geography.eku.edu/>), and the Institute for Government (<http://www.instgov.eku.edu/>). The Institute for Government is a public service branch of the University providing a wide range of contract or fee-for-services to state and local government and nonprofit organizations in the Commonwealth.

The **College of Education** (<http://www.coe.eku.edu/>) One example of a College of Education program that focuses on external service is the office is the Southeast/South-Central Educational Cooperative. The director of the office serves as the director of the Cooperative. The College of Education releases the director from his 6-hour teaching load to provide this leadership for the Cooperative. The COE, through its trust fund monies, fully funds the salary of an assistant director for the Cooperative. The Cooperative provides regular monthly meetings for its superintendents, the instructional supervisors/professional development coordinators, and the P-12 principals in the member districts. The Cooperative provides extensive professional development training for teachers, administrators, and non-certified staff in the 21 districts that hold membership in the Cooperative. Districts outside the Cooperative are invited to attend these professional development opportunities. The Cooperative also operates a Principals' Academy to address the job specific needs of the P-12 principals in its member districts. A menu of regular professional development opportunities for these building administrators is offered each year.

The **College of Business and Technology** (<http://www.cbt.eku.edu/>) operates two centers that are focused on external service: the Center for Economic Development, Entrepreneurship and Technology (CEDET) (<http://www.cbt.eku.edu/cedet/>) and the Small Business Development Center (SBDC) (<http://www.eku.edu/siteindex/#C>). CEDET links the resources of the University with the needs of businesses, industries, organizations and businesses to promote community and economic development. Functioning as a service unit of the University since 1989, CEDET's work has focused in secondary wood manufacturing, rural entrepreneurial business development, artisan-related economic development, and new economy business development. CEDET currently serves as the headquarters of the 46 county Eastern Innovation Region for the Department of Commercialization and Innovation with offices operated through contracts with Morehead State University, Ashland Community and Technical College and the City of Berea. The SBDC provides businesses with technical assistance and services targeting business growth and development. Serving fifteen counties in southern and eastern Kentucky, the SBDC operates offices in Richmond and Somerset.

While the University already makes significant contributions to the region through service and applied scholarship, the Regional Stewardship Program provides EKU with the opportunity to better orchestrate engagement inside and outside the University and further develop the service

activities in our region through this new source of funding. Perhaps most importantly, it provides a structure of engagement with our region to ensure that our focus reflects the region’s identified need(s). EKU’s administrative approach to infrastructure will be that of *centralized coordination* and *decentralized execution*.

Using this centralized coordination and decentralized execution approach, a new Office of Regional Stewardship will be formed, reporting to the Provost. The three key components responsible for coordinating Regional Stewardship activities will be the Office of Regional Stewardship, headed by the Director, The Regional Stewardship Advisory Committee, and the Regional Stewardship Faculty Committee. The Regional Stewardship Office will report to the Provost on administrative matters and have a dotted line reporting responsibility to the Regional Stewardship Advisory Committee. The Regional Stewardship Advisory Committee is the external group that drives the process by identifying needs and monitoring project performance. The Regional Stewardship Office will coordinate Regional Stewardship projects identified by the Advisory Committee through a workforce that may be located in any college or across multiple colleges. The selection of personnel will depend upon the nature of the problem to be address and the human resources required. There will be a Regional Stewardship Faculty Committee formed, with at least one representative from each college that will serve as an information conduit between the Regional Stewardship Office and each college and project.



Director for Regional Stewardship

The Regional Stewardship Director reports to the Provost regarding University administrative matters and to the Regional Stewardship Advisory Committee with regard to focus areas. The principal duties of the Director include:

- Serve as the full time senior administrator for the Regional Stewardship Program;
- Work closely with the Provost, the Regional Stewardship Advisory Committee, and the Regional Stewardship Faculty Committee to promote regional stewardship within the University Community and the region;

- Provide administrative support to the Advisory Committee and Faculty Committee;
- Develop and implement regional communication plan
- Manage the budget and administrative communications;
- Monitor the performance of RS projects;
- Work with the University Community to promote participation in RS activities;
- Serve as the liaison between the University and CPE with regard to RS;
- Engage in on-going public relations activities;
- Carry out recommendations on regional stewardship initiatives from the Provost or the Advisory Committees;
- Manage support staff;

Regional Stewardship Advisory Committee

To be truly effective, the new Regional Stewardship Program initiatives must represent a strong partnership between ECU and the region in addressing economic development, livable communities, social inclusion, improved P-12 schools, creative governance, and/or civic participation through public engagement activities initiative by ECU faculty and staff. In the best of circumstances the Regional Stewardship projects will pair existing capacity in the University with needs in the service region. ECU will partner with the region through the development of a Regional Stewardship Advisory Committee (RSAC). The members of the Regional Stewardship Workgroup will provide President Glasser with a list of proposed members and the President will extend the invitations to participate.

The RSAC will be comprised of approximately 20 individuals from the region representing a variety of interests including business, industry, education and politics. It is anticipated that the President of ECU will convene the first meeting and attend regularly thereafter, as will other key University personnel like the Provost, the Director of the Regional Stewardship Office, the Dean of Continuing and Outreach, the Associate Vice President for Research, and the Faculty Advisory Committee members.

The RSAC is an extremely important group because they will have the responsibility of identifying 2-3 Regional Stewardship focus areas that will drive our Regional Stewardship efforts. One of the key ways we plan to integrate the CPE Initiatives with existing regional stewardship activities is to draw upon existing regional advisory bodies – both formal and informal – in developing the Regional Stewardship Advisory Committee for the CPE-funded initiatives. For example, the Division of Continuing Education and Outreach has existing advisory boards composed of community leaders for each of the extended campuses in Corbin, Danville, Lancaster, Manchester and Somerset. Similarly, the College of Education maintains an advisory body composed of all of the school district superintendents throughout ECU's service region. Likewise, many academic programs including Nursing, Occupational Therapy, Business and Technology, Environmental Health Science, Communications, Women's Studies, Appalachian Studies, and the Office of Cooperative Education maintain active relationships with regional representatives for such ongoing efforts as placing intern and co-op students, developing student and faculty research projects, and guidance on curriculum development. Drawing upon these existing ECU engagement activities and relationships will increase the likelihood that the

CPE Regional Stewardship Initiatives can produce tangible success in both the short and long terms.

The principal duties of the Regional Stewardship Advisory Committee (RSAC) include:

- Serving as a representative of region;
- Identification of Regional Stewardship focus areas;
- Approving University proposals for the use of Stewardship funds in addressing regional stewardship focus areas;
- Participating in planning;
- Serving on committees;
- Liaison with region for project support;
- Public relations;
- Personnel and Program Performance Monitoring and Evaluation;
- Networking people and project ideas from region with RS Office.

Regional Stewardship Faculty Committee

Twelve quarter-time faculty reassignments will be available for faculty assigned to the Regional Stewardship Faculty Committee. However, each college will have at least one quarter-time participant on the Committee for a term of 2 academic years to assure cross-campus involvement and continuity. Time reassignment will be made on the basis of Regional Stewardship project need. Faculty assignments to the Committee will be made by the Dean of the College in consultation with the Regional Stewardship Office. The principal duties of the Regional Stewardship Faculty Committee (RSFC) include:

- Conduit of information between RS office and college;
- Attending monthly meetings of RSFC and quarterly meetings of the RSAC;
- Recruiting faculty;
- Assisting in proposal development;
- Serving as a clearinghouse for funding related professional development activities;
- Approval of proposals prior to forwarding to RSO;
- Cultivating and Leveraging opportunities;
- Monitoring performance of funded projects within college;
- Coordinating assessment efforts.

EKU anticipates launching a search for the Director by February 1, 2007. It is anticipated that the new Director will begin on or before July 1, 2007. The Regional Stewardship Workgroup will continue to move forward during this time by educating and informing the University Community about the initiative, developing a list of candidates to nominate to the Regional Stewardship Advisory Committee.

Recruitment/Professional Development

Recruitment

Eastern Kentucky University has approached Recruitment and Professional Development practices related to regional stewardship on a case-by-case basis, overall. However there are some notable exceptions. Regarding recruitment, every year ECU sponsors a New Faculty Orientation which includes a one-day bus trip into our service region. This orientation affords the opportunity to educate new faculty about the geography, the demographics, the economy, educational institutions and the assets of our 22 counties. We propose involving the Office of Regional Stewardship with the planning and execution of this annual event by inviting a member to serve on the New Faculty Orientation Committee.

Search Committees for key administrative positions (President, Provost, Associate Vice Presidents, Deans) are filled through a search process that typically includes an interface with external constituencies during the interview process. When candidates are interviewing on campus, forums are held to receive input from the University Community and external constituencies. This input is considered when the candidates are evaluated and a hiring recommendation made. With the establishment of the Regional Stewardship Advisory Committee, the University will revise its search procedures for key administrative personnel to specifically include input from this body through participation in open forums. The RSAC will then provide one collective evaluation of the candidate to the chair of the search committee. A similar process will be used for other administrative, faculty and/or staff positions when their work includes a significant regional stewardship component.

Advertisements and job descriptions for University positions for new positions engaged in regional stewardship will include language making clear that component. These advertisements and job descriptions will be developed on a case-by-case basis.

Professional Development

The principal on-campus source of professional development training and other activities regarding teaching is the Teaching and Learning Center (TLC) (<http://www.tlc.eku.edu/>). The TLC serves the University through a variety of faculty development activities, including one-on-one consultations, small-group workshops, learning communities, guest lectures, university-wide forums, and Center-sponsored conference trips. Through collaborations with Instructional Technology, Instructional Development Center, the Library, the Writing Center, Sponsored Programs, and the Training Resource Center, the TLC strives to answer the needs of the campus community across a wide spectrum; often serving as a conduit, bringing together faculty with just the right resource personnel. During the current academic year the TLC has been providing professional development training and forums on several topics related to regional stewardship including:

- Service Learning
- Grant Writing
- Campus Compact Program

EKU's Quality Enhancement Plan's (QEP) theme follows: "EKU will develop informed, critical and creative thinkers who communicate effectively". The QEP has embraced key concepts related to regional stewardship and has identified service learning as one of our campus-wide projects. The QEP will make professional development funding available in support of QEP-related activities, including service learning.

It is anticipated that the Office of Regional Stewardship will serve as a clearinghouse for funding additional professional development activities for faculty and staff.

Incentive/Reward System

At the present time, there is wide variation among academic departments regarding appropriate recognition of community service related activities within the University's tenure and promotion and merit review procedures. While most academic programs give consideration to appropriate community engagement activities, there is no uniform recognition of these activities. An effort to remedy this situation was initiated in 2003 with the publication of a report by the University's ad hoc Committee on Tenure and Promotion. The result of the report was a comprehensive review of the University's policy on tenure and promotion conducted by the Faculty Senate.

The Faculty Senate passed the new Tenure and Promotion policy in Fall 2006. The new policy explicitly recognizes the types of activities envisioned under the Regional Stewardship Initiative and formalizes on a University-wide level appropriate recognition of stewardship activities in the promotion, tenure, and merit review processes. The importance of formal recognition of civic engagement activities in the promotion and tenure process cannot be overstated. The new policies along with the University's increasing emphasis on scholarship in general, and the scholarship of application to regional issues under Goal 5 of the new Strategic Plan in particular, will provide greater incentives for faculty to engage in activities that support and strengthen our service region

With the passage of the new Tenure and Promotion policy by the Faculty Senate, academic colleges and departments have been charged with revising their own Tenure and Promotion guidelines to assure consistency with University policy. Thus, the Regional Stewardship Initiative comes at a very opportune time. The program will provide both visibility and focus to assure that public engagement activities are suitably recognized within the promotion and tenure guidelines of the academic departments. Members of the Regional Stewardship Faculty Committee from each College will conduct a review of the tenure and promotion guidelines of individual departments and provide input for the explicit recognition of these activities. Changes to the departmental promotion and tenure guidelines should be completed within the next 12 months.

Eastern Kentucky University, along with many other comprehensive institutions, already provides *implicit* recognition of engagement activities similar to those envisioned under the Regional Stewardship Initiative. The recognition of these activities follows from the Boyer Model that encourages institutions to include, as appropriate, the scholarship of integration, the scholarship of application, and the scholarship of teaching, within their faculty evaluation processes. These activities, along with other civic engagement activities that focus on

community service, are closely aligned with the objectives of the Regional Stewardship Initiative. However, an objective of the Regional Stewardship Office at Eastern Kentucky University will be to assure that these activities are *explicitly* identified in our promotion and tenure criteria. As indicated above, colleges and departments have already begun the process of revising promotion and tenure documents to meet the new guidelines established by Eastern Kentucky University. Once the Office of Regional Stewardship is established, it will utilize the expertise of the Regional Stewardship Faculty Committee to implement review of college and departmental promotion and tenure guidelines and provide an assessment to the Director of Regional Stewardship and the Provost. At the end of the process, the Regional Stewardship Faculty Committee will forward to the Director of Regional Stewardship copies of all promotion and tenure policies that, in their view, adequately incorporate regional stewardship activities. Departmental policies that fail to meet their criteria will be identified, along with either an appropriate plan for modification of the promotion and tenure guidelines or a suitable justification for the exclusion of these activities within the specific departmental promotion and tenure guidelines.

Beyond tenure and promotion and merit evaluation processes, there are currently no formal incentives at the departmental or individual level directly targeted to public engagement. It is clear however, from the breadth and depth of the University's activity in this arena, that departments and faculty members have taken it upon themselves to be actively involved in service to the region. Faculty and professional staff have sought and succeeded in obtaining external funding to support many of these activities. The University's Center for Economic Development, Entrepreneurship and Technology, the Environmental Research Institute and the Martin County Water Project are just a few examples of grant-supported projects that have played vital roles in addressing critical areas of need in Eastern Kentucky. The University supports many of these projects by providing matching funds for externally funded projects.

Learning Environment

Within the last year, public engagement learning activities have been embraced at ECU in new and exciting ways. This new area of emphasis is articulated in specific community service and service learning language in the new 2006-2010 ECU Strategic Plan; the elevation of an ad hoc service learning advisory committee to an officially recognized standing University Committee, the ECU Service Learning Committee; and the inclusion of service learning in the ECU Quality Enhancement Plan (QEP) of SACS reaccreditation. The timing of the Regional Stewardship Program is perfect to leverage these learning initiatives with the program's goals and objectives.

The ECU 2006-2010 Strategic Plan, Goal Three states:

To promote learning through high quality programs, research and support services.

The strategic directions associated with the goal are to:

- Enhance student learning through excellence in community service;
- Develop and implement methods to document number of university-sponsored community service activities;

- Develop and implement methods to document number of university-sponsored Service Learning* Courses;
- Increase the number of student participants in university-sponsored community service activities;
- Increase the number of student participants in university-sponsored Service Learning* Courses.

Service learning classes have been taught on EKU's campus for several years at the individual initiation of interested professors. Recognizing the benefit of becoming more intentional about its civic engagement activities, the EKU Service Learning (SL) Advisory Committee was formed in Fall 2005 as an ad-hoc group with representation from all areas of campus. This group met every two weeks during 2005/06 to "promote University-wide integration of service learning and civic engagement at Eastern Kentucky University through teaching, learning, research and service." The SL advisory committee established its vision, mission, and goals and proceeded with several activities including:

- Conducting a campus-wide survey to assess the level of service-learning and civic-engagement activities imbedded in the curriculum throughout the academic programs offered by the University;
- Establishing a Service Learning Website;
- Operationally defining service-learning and civic engagement for the EKU community;
- Forming a grant-writing team to submit the Learn and Serve America proposal;
- Conducting a campus-wide event "A Conversation on Service Learning" in Fall 2006 that discussed work of the EKU Service Learning Committee, a presentation by the Kentucky Campus Compact representative, and a panel of EKU faculty and students who have been involved in service learning activities.

Through survey research, the SL Advisory Committee learned that there was significant activity centered on civic engagement and service learning through its survey, identifying these activities in 29 of 36 academic departments and partnerships with over 70 community members. The Executive Summary of the survey can be found at:

<http://www.ir.eku.edu/web/survey&Studies/pdf/Service%20Learning/Service%20Learning%20Survey%20-%20Executive%20Summary.pdf>

At the same time that the SL Advisory Committee was working to promote civic engagement activities, it successfully integrated a service learning program into the QEP with a financial commitment from the university of \$141,660. This initiative will promote faculty engagement in service learning projects as an academic experiential educational method in which students participate in an organized service activity that meets identified community needs and reflects on the service activity in such a way as to gain further understanding of course content, develop critical thinking skills, and develop an enhanced sense of civic responsibility. The project goal is to enhance student development as informed, critical and creative thinkers who communicate effectively through service learning activities. Learning objectives for this initiative include:

- Students will demonstrate an understanding of a subject matter and how it applies to **real** problems;

- Students will demonstrate an appreciation of the complexity of a social problem through the synthesis and evaluation of various ideas;
- Students will demonstrate oral communication skills through reflective discussions and project presentations;
- Students will demonstrate communication skills through reflective written assignments;
- Students will demonstrate the basic skills necessary for critical and creative thinking.

Student learning objectives will be assessed through various assignments developed by the individual instructors, as well as an assessment tool developed by the Civic Engagement and Service Learning Advisory Committee, based on the widely used Service Experiences (SE) Survey.

Other public engagement learning activities in the last few years include:

- Becoming a participant in the American Democracy Project (ADP), a team effort between the New York Times and the American Association of State Colleges and Universities (AASCU) to “increase the number of undergraduates who are committed to and capable of engaging in meaningful civic actions.”
- Joining the Kentucky Campus Compact (a coalition of college and universities who are committed to fulfilling the public purposes of higher education) and has met with the representative on a few occasions.
- Creating a new office, the Office of Community Service & Student Engagement, a division of Student Affairs.

The Regional Stewardship Program is occurring at a time that will have a significant impact on the learning environment at EKU. Given the focus on community service and service learning in the EKU Strategic Plan and the QEP, EKU is well poised to organize serious community service efforts that are linked to student learning.

The implementation of the Regional Stewardship Program will strengthen and broaden the University’s ongoing activities in these areas. The Regional Stewardship Project funds will provide opportunities to formalize the relationship between the needs of the community and University resources, particularly in regards to student learning. The input from the Regional Stewardship Advisory Committee will strategically focus service learning and the Committee will provide a new conduit to regional constituents in need of assistance and interested in partnering with a service learning class. The connection between service learning and the Regional Stewardship Program will be reinforced by the membership of the Service Learning Committee because the Director of Regional Stewardship, representatives from the faculty coordinators in the academic colleges, and a member of the Regional Stewardship Advisory Committee (RSAC) will serve on the EKU Service Learning Committee. This inclusive structure will ensure that the RAC is kept up-to-date on learning initiatives related to service learning.

The Service Learning Quality Enhancement Plan begins July 2007. A coordinator and service learning consultant will be hired to implement the project—another demonstration of

institutional commitment to this initiative. The SL committee chairs will meet with the Director of Regional Stewardship as soon as s/he is hired to coordinate the inclusion of representatives from RSAC and academic departments.

Information/Reporting Systems

Identification of key indicators of engagement activity will be an important component for the success of ECU's Regional Stewardship Program. Eastern Kentucky University (EKU) has implemented a fully-functioning, comprehensive, and integrated process for planning, assessment, and reporting of academic programs and departments, and for administrative and educational support units. This process incorporates the setting of meaningful goals and objectives, development and implementation of multiple direct and indirect measures to ensure that objectives are being accomplished, and the use of the results of those measures to inform improvements in academic programs and educational support operations. The university has identified in its 2006-2010 Strategic Plan: Moving Forward Together, as one of its primary goals to increase and enhance external and internal constituency engagement, while maintaining a connection with the southeastern Region of Kentucky. To accomplish this goal several strategic objectives have been articulated. Two specific objectives to enhance regional stewardship have been identified: To enhance ECU's sense of stewardship of place by increasing its commitment to southeastern Kentucky, and to enhance partnerships with business, community and educational entities (2006-2010 ECU Strategic Plan). Through the university's planning, assessment, and reporting infrastructure, individual units are required to show linkages to each of the primary goals and strategic directions of the university, including those that enhance regional stewardship.

The Regional Stewardship Program Director will work with CPE staff and other identified partners to develop a uniform set of key indicators and will work to ensure these indicators are communicated to all units within the campus community. Specific data collection and reporting activities will be implemented for communication to the Regional Stewardship Advisory Committee, CPE, and other important constituency groups. The Regional Stewardship Director will also work to ensure that the data collection and reporting activities are institutionalized and that the already established goals and directions of the university, especially those specific to regional stewardship, will be enhanced by the data collection and reporting activities specific to this initiative.

ECU's mission focuses on high quality instruction, service, and scholarship, all of which center around student learning and student success. Every unit – both academic departments and educational support units – documents the degree to which it is achieving both educational objectives as well as planning objectives, and how it is using the results of its measures to improve student learning and support services. Both campus and community interactions that foster contributions to diversity initiatives, enhance constituency engagement, and enhance community and business partnerships are collected. The university utilizes a specific software application (Trac Dat) to maintain a centralized repository of information. Individual academic and administrative units submit data for review via this electronic repository.

In addition to Trac Dat, another database may prove to be effective for the purposes of tracking campus and community interactions. The College of Business & Technology in conjunction with Information Technology & Delivery Services, are piloting Digital Measures, a software program designed to assist faculty in tracking their research, scholarship, and service activities. Assuming the pilot is successful, this software will serve as another source in the gathering of faculty engagement activities with the community/region.

The Quality of Life indicators for EKU's service region are not all that different from the rest of the Commonwealth, or the nation as a whole. Key indicators include degree of educational attainment, per capita income, cost of living index, environmental quality, quality and strength of local governments and service organizations, availability of economic opportunities, and the health of its citizenry, to name a few. The Regional Stewardship Director will facilitate the collection and dissemination of environmental data necessary to identify regional needs and opportunities that will guide the development of a strategic plan specific for the Regional Stewardship Initiative. Environmental scanning activities will be conducted in conjunction with various stakeholders, including the advisory committee, faculty coordinators, and others members of the campus community.

With the implementation of the Regional Stewardship Initiative, the existing planning, assessment, and reporting infrastructure will be revised to incorporate specific reporting requirements to measure EKU's success in meeting needs as identified by CPE and the Regional Stewardship Advisory Committee.

One of the primary responsibilities of the Regional Stewardship Director will be to monitor the data collected from both campus and off-campus constituencies to identify and target areas of emphasis for regional stewardship activities.

The implementation of data tracking will occur upon approval by CPE of EKU's proposed infrastructure. Immediately upon approval staff will begin working with CPE, the Regional Stewardship Advisory Committee and other partners to establish baseline indicators that will be incorporated into the university's current data collection and reporting structure. Data collection could begin as early as the start of the 2007 Fall Semester. The final set of indicators will be identified when program staff meet with the Advisory Committee and develop a plan for EKU's service region. It is anticipated that data collection could then begin during the 2007-2008 academic year.

Campus/Community Interaction

EKU has a rich history of commitment to the region and communities that we serve and EKU's faculty, staff and students engage frequently and purposefully with a variety of constituencies throughout the Commonwealth. Since "service" is clearly addressed in EKU's mission statement, participation in such engagement is part of the fundamental fabric of our institution. The six core values stated in EKU's "Moving Forward Together Strategic Plan 2006-10" are closely related to this service element of our mission. These include: 1) Civic Responsibility and Civility, 2) Dignity and Diversity, 3) Excellence and Innovation, 4) Opportunity and Access, 5) Shared Governance and Collaboration, and 6) Student Success. When examined even more

closely, these core values result in a wide variety of Key Performance Indicators that relate to the learning outcomes, curricula, student activities, faculty and staff participation, and administrative policies and procedures. This system assures that “service” is included and evaluated within every departmental and unit plan of our institution. Rather than detail each of these various activities, this response will focus upon two key types of EKU engagement with our surrounding communities: 1) seeking community inclusion in EKU’s “internal” planning processes, and 2) having EKU faculty, staff, and administrators included in planning efforts of the “external” communities.

Prior to the development of EKU’s “Moving Forward Together Strategic Plan 2006-10,” several external “stakeholders” were invited to participate in a series of public forums to help us conduct a “360 SWOT” analysis. Members of the business and industry community, representatives from city, county, and state government agencies, and the public-at-large were invited to participate in these discussion sessions that were held at different times in each of the communities where EKU has a campus or center. The results of these discussions were then summarized and used in the strategic planning process. This quest for information went well beyond the more highly structured mechanisms such as the Board of Regents, program-specific advisory boards and councils, and other department-specific bodies that are composed of members of the communities served. EKU uses these structured advisory boards and councils to gain input and guidance as we develop plans on the departmental and unit level aimed at service to our region. In addition to the boards and councils currently existing, the EKU campuses in Corbin, Danville, Lancaster, Hazard, and Manchester are in the process of forming similar community-based advisory boards. It is through these and other contacts with the communities we serve that EKU is able to gain more accurate input relating to the needs of our communities. Then we can adapt our own plans to better meet these needs.

While gaining input from the communities served for EKU’s “internal” planning is vital to making EKU responsive to community/regional needs, it is also incumbent upon the leadership of EKU to foster the strategic planning efforts of our constituents as well. Toward this end, many campus leaders participate in planning or advisory groups that transcend traditional governance boundaries to address regional problems. A representative listing of such involvement would include the following.

- Dr. Norman Powell is Director of KECSAC
- Dr. Dorothy Combs chairs the state level P-16 Council
- Dr. William Thames is the Director of SE/SC and the Kentucky Teacher Internship Program
- Dr. Nancy Thames is the Director of the Student Service Consortium Center for Americacorps
- Ms. Tammy Cole serves as an officer in the Bluegrass Business Consortium
- Dr. Byron Bond and Ms. Cheryl Stone serve on the Madison County Economic Development Commission
- President Joanne Glasser, Dr. Robert Rogow, and Dr. Byron Bond serve on the Richmond/Madison County Chamber of Commerce Board (Dr. Byron Bond is the Vice-President for Economic Development of the Chamber)

- Directors of the EKU campuses in Corbin, Danville, and Manchester serve on local P-16 Councils

The list of these sorts of involvement in community and regional planning groups could go on, but it may suffice to say that the above listing is only a small sample of such activity. In many of these cases, the agencies are striving to develop strategic plans to address specific or general needs of the region. In addition to leadership and involvement, EKU, often provides facilities/space for meetings, secretarial support and, in some cases, budget management for these efforts.

As can be concluded from the discussion above, EKU is clearly dedicated to providing appropriate leadership and stewardship for the region served. Campus leaders from nearly every segment of the University seek to build and deepen their relationships with the community/region served in an effort to positively impact the economy and quality of life within the region. While this involvement is purposeful and widespread, one element that appears to be lacking is an over-all coordinating agency/entity within the structure of EKU to coordinate and provide oversight to these efforts. The establishment of the Office of Regional Stewardship, and the close collaboration between that Office and the Regional Stewardship Advisory Committee, will provide the focus for a more coordinated approach between the University and region in assessing and addressing regional needs. One of the challenges will be to maintain the broad level of participation that the current system has produced. The absence of over-all coordination and oversight encourages direct involvement of many academic faculty and administrators since they see “ownership” of the resulting plans, etc. However, one of the negative results is that many separate entities with very similar missions perform similar functions, resulting in duplication of efforts, fiscal inefficiencies, and, often, confusion of responsibilities. It will be necessary for EKU to shed this traditional model of engagement and outreach if we are to prepare our region to engage more-fully in a knowledge-based economy.

EKU intends to follow the national trend that is clearly in the direction of an academically decentralized and administratively centralized structure. This is very similar to what the majority of our peer institutions in Kentucky and EKU’s benchmark institutions have moved to recently. It is seen that such a structure will retain/maintain the direct involvement of academic faculty and administrators while providing enhanced coordination of public service, continuing education, and all stewardship activities. This structure will enhance revenues by increasing efficiencies in the use of resources, including human resources, materials, and infrastructures. In short, this structure will provide each of the entities involved in stewardship with a more complete “portfolio” of services in order to better meet the needs of the communities served. Also, these entities will have a more unified “voice” for determining institutional strategic directions and appropriate institutional change and will provide for a more effective “focus” of our efforts. This structure will provide for a single point-of-contact for external constituencies seeking information and services from EKU. In addition, the establishment of the Regional Stewardship Advisory Committee will strengthen the ties between the University and the region and provide additional opportunities for dialog between key campus constituencies and community leaders.

It is anticipated that the new internal structure will be implemented immediately upon receipt of CPE funds. At that time, the Regional Stewardship Workgroup that has been charged by the President with initiating the program will begin screening candidates for the Regional Stewardship Advisory Committee. The Workgroup expects to compile a list of candidates for consideration by the President or her designee. Appointment of members to the Regional Stewardship Advisory Committee will be completed within two months. At that time, the detailed discussions will begin and appropriate planning timetables will be developed for each of the areas of most significant need.

Financial Information

a. Proposed Budget

Using the table below, please identify proposed infrastructure pool expenditures for 2006- 07 and 2007-08 by natural object category. Program guidelines specify that infrastructure pool funds may be used for two categories of expenditure: (a) personnel expenses for a stewardship coordinator and staff; and (b) operating expenses directly attributable to the support and operation of stewardship program activities. Each institution is eligible to receive a maximum allocation of \$200,000 per year in infrastructure funds. It is anticipated that in subsequent biennia these funds will become recurring to the institution.

Category	2006-07	2007-08
Personnel (Director)	\$85,000.00*	\$87,550.00*
Personnel (Faculty)	\$70,000.00	\$70,000.00
Operating Expenses (Colleges)	\$35,000.00	\$35,000.00
Operating Expenses (Director)	\$10,000.00	\$7,450.00
TOTAL	\$200,000.00	\$200,000.00

* Includes fringe benefits

b. Budget Narrative

Personnel (Director)

The largest portion of the personnel budget will be for the new position of Director for Regional Stewardship. The Director will have responsibilities for coordinating regional stewardships activities on campus, including the faculty coordinators and the Regional Stewardship Workgroup. The Director will also serve as the point of contact and institutional representative to the Regional Stewardship Advisory Committee and will coordinate budget and strategic planning for Regional Stewardship initiatives. The salary of \$85,000 per year is comparable to that of other Director positions within the University and includes all fringe benefits. There is an estimated 3% salary increase budgeted for the 2007-2008 fiscal year.

Personnel (Faculty)

The proposal requests additional funding to provide 12 units of reassigned time to be distributed among the faculty coordinators within the academic units. The units include the College of Arts & Sciences, the College of Business and Technology, the College of Education, the College of Health Sciences, the College of Justice and Safety, the Division of Continuing Education and Outreach, and University Libraries. The faculty coordinators will be responsible promoting regional stewardship activities within their respective units, building collaborative teams from across units directed at targeted stewardship activities, and working with the on- and off-campus advisory boards in setting specific objectives for stewardship initiatives.

Operating Costs (Colleges)

Each faculty coordinators will assume responsibility for managing an operating budget of \$5,000 per college per year for regional stewardship activities. The use of funds will be primarily restricted to travel to meet with community leaders and potential funding agencies, and support for professional development for faculty and staff participating in the Regional Stewardship Program.

Operating Costs (Director)

The Director of Regional Stewardship will assume responsibility for the operating budget of the Director's office. Some of the funds during the first year are expected to be one-time start-up costs to establish the office (computer and software). The majority of the remaining budget is expected to go toward travel and meeting costs associated with the activities of the Regional Stewardship Advisory Committee.