

**THE CENTER FOR REGIONAL ENGAGEMENT  
AT MOREHEAD STATE UNIVERSITY:  
A COLLABORATIVE EFFORT IN REGIONAL STEWARDSHIP**

**Infrastructure Plan**

**January 3, 2007  
Revised and Resubmitted to CPE: March 13, 2007**

As a center for service, learning and scholarship in East Kentucky, Morehead State University has consistently demonstrated a strong commitment to the progress and quality of life in the region. We are seeking the approval of the Council on Postsecondary Education of our plan to develop the infrastructure of the **Center for Regional Engagement**, our unit intended to more formally organize and stimulate collaboration between the entire University and the citizens of our region.

Consistent with the Council's guidelines, we describe in the following pages current activities that show our university-wide commitment to regional stewardship and future programmatic and financial plans for the development of the **Center for Regional Engagement** between January 2007 and June 2008.

## I. Programmatic Plan

### I. (A) MSU's Regional Mission, Vision, and Strategic Priorities

The degree to which the University has integrated its commitment to regional stewardship is evident from its overall institutional mission statement through specific goals of academic and administrative units.

#### University Mission Statement

MSU completed its strategic plan in June of 2006. Entitled "Aspire to Greatness: MSU Strategic Plan 2006-2010," it demonstrates the priority placed on public engagement in its Mission Statement:

We are a diverse community of learners committed to student success. MSU is accredited as a comprehensive University offering quality higher education opportunities in a collegial and open environment. MSU pursues academic excellence, research, *community engagement* and life-long learning. MSU is dedicated to *improving the quality of life while preserving and promoting the unique cultural heritage of East Kentucky.* (Italics added.)

#### University Strategic Goals

A goal of the MSU Strategic Plan for 2006-2010 is "Productive Partnerships," which includes five sub-goals: (1) "We will strengthen and expand relationships with public schools and KCTCS institutions to facilitate: alignment of the curriculum; enhanced student preparation and shared recruitment and student support services." (2) "We will collaborate with new and existing partners to achieve the following objectives: livable communities, innovative economy, social inclusion, collaborative governance." (3) "We will develop an infrastructure to support a more coordinated approach to building partnerships specifically focused on regional stewardship." (4) "We will expand business incubators to promote entrepreneurial activities such as: high-tech business linked to the University's Space Science Center, Small Business Development Center, MSU Innovation Center at West Liberty, and Morgan County Regional Technology Center." (5) We will build upon our partnership with The Center for Rural Development to strengthen the community and local economy through initiatives such as: CenterNET2, public health and wellness, tourism and economic development programs, and the Rogers Scholars Program."

Related to the strategic goal of “Academic Excellence,” MSU: (1) “We will expand accessibility to academic programs through on-line and other distance learning technologies, on-site delivery of targeted programs, flexible scheduling, seamless progression for high school graduates and Kentucky Community and Technical College System (KCTCS) transfer students, and dual credit and early college opportunities for high school students.” (2) “We will encourage and support academic innovation through technology to enhance learning, internship programs, field experiences and active learning opportunities, and co-curricular cultural and scholarly activities.”

Finally, the strategic goal of “Enrollment and Retention” notes that: (1) “We will market student academic success and quality programs.” (2) “We will expand access and academic outreach through partnerships with public schools and KCTCS institutions, and marketing programs available online and at regional campus locations.” (3) “We will strengthen retention through effective student support programs and advising services for distance learners, students attending at a regional campus, part-time and adult learners, and opportunities for learning communities and peer support structures.”

### **Administrative Unit Goals**

While not a comprehensive listing, the following example shows the commitment of administrative units to regional cooperation and engagement:

The Unit Plan for the Office of the Provost and Academic Affairs includes the following goals/objectives: Goal 2 – Objective 3: “Enhance the opportunities for student internships, field experiences and service learning.” Goal 3 – Objective 1: “Each college/department will clearly articulate its role in meeting the university’s mission in stewardship and will document a designated increase in external engagement activities, including courses with service learning components.”

The Division of University Relations, through the Kentucky Folk Art Center, has in its strategic plan: “To improve cultural opportunity and education in East Kentucky and throughout the commonwealth by collecting and conserving folk art, presenting exhibitions, and administering effective museum education program.”

The Office of Academic Outreach and Support states the following in its strategic plan: “Continue to collaborate with Family Resources Center, Youth Service Centers, public schools, and community agencies to provide tutoring and mentoring services to high risk students in the public schools.”

The Camden-Carroll Library’s mission statement includes: “... to support the intellectual and entrepreneurial efforts of those outside the immediate University community with information resources and services...”

### **Academic and Research Unit Goals**

All academic departments are required to have goals, similar to those listed above, focusing on community engagement. Examples of how Academic and Research units also reflect the University's regional stewardship mission include:

One goal of Morehead State University's program of distinction, the Institute for Regional Analysis and Public Policy is "to integrate University resources (e.g. faculty specialization, student energy, and technical assistance) with regional resources (e.g. human capital, businesses, public agencies, and rich natural resources) to develop the region's many potentials. Specifically, academic programs, research initiatives, and service activities will connect MSU faculty and students in partnerships with citizens, educators, political leaders, and policymakers to develop action plans that promote the sustainable economic development of the region."

The College of Business strategic plan contains the following goal: "Develop plan to seek strategic alliances with external stakeholders. Explore potential for collaborative plan with St. Claire Regional Medical Center and other regional or statewide partners to assist the healthcare industry with the move to electronic medical records."

With the College of Science and Technology, a specific example is The Space Science Center's strategic plan that states that it will "Implement Educational Outreach Programs: Professional Development Programs for teachers, StarLab Planetarium Program, laboratory tours, public sky observing nights/events, talks to public schools."

The Department of Communication and Theatre's strategic plan states that it "Presents public performances, media programming, educational endeavors and special programs that meet the cultural and educational needs of the service region and the Commonwealth."

### **University Expectations of Public Engagement**

Consistent with a concept approved by the University President, during the current academic year the Provost has led an effort to articulate and implement an academic performance outcome indicator related to regional stewardship:

"1. Stewardship of Place: Each college/department will clearly articulate its role in meeting the university's mission in stewardship and will document an increase in external engagement activities, including courses with service learning components." As of this date, each College has submitted specific statements of how this performance outcome indicator will be implemented consistent with their mission and activities. President Andrews and Provost Moore have also communicated that regional engagement is a university-wide initiative and that all academic departments and colleges are expected to be involved and will be held accountable. The annual planning cycle and process will

include a directive to include a regional engagement initiative as part of the unit's action plan.

### **Communicating our Commitment to Regional Stewardship**

President Andrews has endorsed and encouraged community engagement initiatives in each of the five major policy speeches he has delivered to the University community since taking office in January 2005. He has testified before legislative committees on the subject and always includes community engagement in his printed and Web-based messages to community leaders throughout the University's service region. Dr. Andrews was at the forefront of lobbying efforts in the 2006 legislative session that resulted in regional stewardship funding for Kentucky's six comprehensive universities. He also was deeply involved in the recent community planning efforts in Morehead and Rowan County through the NewCities Institute of the Kentucky League of Cities. Provost Michael Moore has publicly supported community engagement through the American Democracy Project, through the development of new service learning opportunities and by adding service learning as a performance criterion for colleges and academic departments. Vice President Keith Kappes has led efforts to expand the involvement of the University's staff and students in initiatives to give public school students and the general public more access to folk art, traditional music, and public radio. Vice President Madonna Weathers has a long history of encouraging student organizations to be engaged in the community. Director of Intercollegiate Athletics Brian Hutchinson has enthusiastically supported the involvement of the University's student-athletes in community-based organizations and events.

Electronic media, web-based, and print marketing materials include information about the University's commitment to community engagement in its service region. Moreover, we tell of our long, proud history of making the benefits of higher education available and accessible to the citizens of East Kentucky through our five regional campuses, the most of any institution in our state. Materials developed to support the University's 2006 legislative agenda were helpful in a successful effort to win approval of new "regional stewardship" funding for the first time in Kentucky. Our media relations office helped bring statewide, positive attention to our faculty, staff and students who gave up spring break last March to rebuild homes and lives on the Gulf Coast. The University's job posting materials are being revised to emphasize our expectation that all faculty and staff members will share the institution's commitment to community engagement. As service learning and volunteerism opportunities increase at the University, community engagement will receive even more visibility in institutional marketing programs.

In five major policy speeches since taking office in January 2005, President Wayne D. Andrews has strongly advocated expansion of the University's public engagement activities in the region served by Morehead State University. In his remarks to a faculty-staff convocation at the opening of the 2006 fall semester, Dr. Andrews said: "I've asked the Cabinet and a team of faculty and staff members – aided and advised by a group of citizens from our service region – to begin the process of preparing an application for this new funding and to develop plans for how we can best organize ourselves to reach out to individuals and organizations to identify and then address

problems in our service region by establishing clear priorities. For the first time, we will have dedicated resources to help us be more efficient and more effective in our efforts to help our fellow citizens improve their lives.”

To further enhance the publicizing effort of the stewardship initiative MSU will develop brochures, news releases, and other publications that will highlight its role and activities in rural engagement. Since the submission of our proposal we have developed a web site (<http://www.moreheadstate.edu/stewardship/>) that overviews the initiative. The site includes the full plan and solicits input and comment from both internal and external constituencies.

### **Plans for further development**

Since we have recently completed the strategic planning process, with the approval of the Board of Regents, for 2006-2010, and since the resulting plan clearly acknowledges our commitment to regional stewardship, we do not expect that its mission and goal statements will change as a result of implementing the regional stewardship program at MSU. However, we do expect that internal and extramural funding priorities and unit action plans for implementing the strategic plan will be affected. Specifically, we anticipate that our Regional Advisory Committee will suggest needs in the area that we can address within this initiative. Addressing these needs will form the basis of our Regional Engagement Action Plan. MSU anticipates internal reallocation of university resources to facilitate the implementation of regional activities, within the context of our overall university strategic plan.

Timetable for development: MSU completed its strategic planning process in June, 2006. Since the plan provides a clear indication of our commitment to Regional Stewardship, we feel that we are well underway in our efforts to create a governance approach that is conducive to regional stewardship activities. Consistent with our planning and implementation timetable, we anticipate that strategic priorities and resource allocations will be examined and modified as necessary prior to June 2007, and changes will be reflected in the University’s 2007-2008 operating budget.

## **I. (B) Planning and Budgeting for Regional Stewardship**

At the present time, approximately \$2 million in institutional funds are allocated to support institutional engagement with the region. Further, MSU supports competitive intramural grant funding that requires faculty applicants to ground their proposal in the University’s strategic goals. Thus, applicants can submit a project for consideration that is intended to strengthen “Productive Partnerships” between the University and region. Approximately \$3 million in external funding is dedicated to supporting institutional engagement within the region. The following is a representative list of activities receiving external funding:

West Liberty Innovation Center provides support to regional entrepreneurs who are looking to commercialize products, services or ideas. External Support \$78,800.

Small Business Development Center provides support for small business owners and those interested in starting small businesses through training and one-on-one counseling. External Support \$245,924.

Center for Economic Education – Runs the Economics for Kids Clubs program in Ashland that involves extension, pullout or after school economic education activity groups in the Ashland Independent and Boyd County school districts. Approximately 250 students are engaged in active learning about choice making, managing money, entrepreneurship and economic literacy. External Support \$9,350.

Students in Free Enterprise (SIFE) – Developed a project located at Deming High School that focuses on practical living and entrepreneurial skill development of seniors from Robertson County, Kentucky. External Support \$5,000.

Caudill College of Humanities - Little Company supports taking arts performances to over 60 public P-16 schools throughout the region and Commonwealth. External Support \$45,000.

Morehead State University Music Clinics - are held annually and provide P-16 students throughout the Commonwealth the opportunity to participate in individual and group music performances, music clinics, juried performances and auditions. External Support \$2,500.

Visiting Professors in Humanities - supports lectures, workshops, seminars, conferences, exhibits and performances for the campus, community and region sponsored by the following MSU Interdisciplinary programs: Women's Studies, Appalachian Heritage, Cultural Studies, and the Arts & Humanities Council. External Support \$35,000.

HUD Community Outreach Partnership Center (COPC) - supports seven (7) community projects including a housing survey, oral history project, community diversity program, and other activities. The center also serves as a focal point for university/community contact. External Support \$300,000.

HUD YouthBuild Project - connects 18 to 24 year old high school dropouts to affordable housing non-profits in Rowan County. Students learn carpentry skills and contribute to affordable housing projects with Habitat and the Morehead Housing Authority while also working on GEDs and learning citizenship and social values. External Support \$400,000.

Gear Up Project - is based in the Floyd County Community of Allen, Kentucky and supports outreach efforts in three other east Kentucky counties to bring programmatic activities to students, parents and teachers that increase their likelihood to succeed in high school and to attend college and to be actively engaged in their communities. External Support \$1,700,000.

In addition to external funding, The Center for Regional Engagement will fund competitive seed money grants for new and recent faculty to initiate regional engagement activities. The award pool of \$25,000 will allow junior faculty to access up to \$4,000 for targeted regional engagement work that is consistent with MSU's mission, the university's strategic plan, and the Regional Advisory Councils priorities. The Center for Regional Engagement will be funding these competitive seed money grants for new faculty (1-3 years) to initiate regional engagement activities. This category will be distinct to encourage younger faculty to become engaged with the process and not feel as if they have to compete against more established faculty who may be sitting in on their tenure decisions. There will be another category of funding that will be open to all faculty and staff, however, so that good ideas that have a stewardship aspect will have the opportunity of finding some initial funding, hopefully leveraging itself into further extramural funding. The awards will be up to \$5,000, and proposals will be due annually in October to be eligible for funding. A committee, composed of the Associate Provost for Research, and the Associate Provost for Engagement will co-chair the committee.

### **Fundraising Activities**

Further, several community engagement activities are supported by endowment funds, solicited and received, in direct support of those activities. Examples include:

W. Paul and Lucille Caudill Little Endowment for Theatre – supports the “Theatre in the Schools” program, providing theatre performances and arts education activities and materials to elementary, middle school and high school students and teachers throughout the region.

Hinkle, Buckner & Sally S. Endowment for Humanities – supports visiting artist/lecture series to which the public is invited.

Appalachian P-16+ Endowment – supports outreach to and collaboration with public schools, community organizations, businesses, etc. to enhance P-16 education throughout eastern Kentucky.

To secure support for community engagements of the Kentucky Folk Art Center, the Kentucky Center for Traditional Music and WMKY public radio station, each of the organizations conduct fund raising efforts. CRE will also work

with MSU's Colleges, IRAPP, the Office of Research and Sponsored Programs, the Regional Advisory Council, and regional partners to identify potential funding sources and to assist in proposal development in the pursuit of regional engagement projects.

### **Plans for budgetary refinement**

With the implementation of the regional stewardship program, we intend to create a formal, dedicated category for expenditures within the University's operating budget. We also expect to increase the amount of funding available for intramural faculty competitive grants related to regional stewardship. We expect that the Center for Regional Engagement will become a focal point for developing and securing extramural support for a substantial number of regional collaborative programs, and also offer collaboration between community needs and university expertise in various areas.

Timetable for refinement: Reflecting our commitment to public engagement, decisions reached by the Regional Advisory Committee, in consultation with MSU's faculty and administrative staff, will be accommodated through revisions in MSU's 2007-08 fiscal year operating budget.

The budget for the Center for Regional Engagement will be placed under the organizational structure and control of the Institute for Regional Analysis and Public Policy, whose head will be both Dean of the Institute for Regional Analysis and Public Policy and the Associate Provost for Engagement. Separate budget subcategories as typically appropriate will be developed for personnel and operational subcategories. In addition, organizational control and budgets for the Residential Leadership College will also be placed under the IRAPP Organizational umbrella.

### **I. (C) Engagement Infrastructure**

MSU currently has three major venues through which it engages the region. These are the Institute for Regional Analysis and Public Policy, the College of Business and the American Democracy Project. The Institute for Regional Analysis and Public Policy (IRAPP) was established at MSU in 1999 as a Kentucky Program of Distinction to help meet the university's responsibilities for providing applied research and organized public service to MSU's service region. In addition, IRAPP has broader goals to provide research, public service, and academic study for the larger Appalachian region.

The College of Business oversees the operations of the Small Business Development Center and the West Liberty Innovation Center. The Small Business Development Center provides workshop training and one-on-one counseling for current or aspiring small business owners. The West Liberty Innovation Center works with clients to help facilitate technology transfer, specifically providing assistance with potential new business discoveries.

As a founding institution in the American Association of State Colleges and Universities' American Democracy Project in 2004, we initiated the promotion and coordination of community engagement activities, including service learning within the curriculum, through the office of the Director of the Honors Leadership Residential

College. A director, a clerical staff member and a team of faculty volunteers support this initiative.

### **Plans for expanding and formalizing engagement infrastructure**

We are in the process of establishing the Center for Regional Engagement to expand and coordinate the many and diverse community engagement activities and initiatives throughout the institution. The Center for Regional Engagement will have a director at the Associate Provost level, a Coordinator of Service Learning, a clerical support person and five faculty/staff with .50 reassigned time (or equivalent) to coordinate selected areas/types of collaborative regional engagement and outreach. As an integral part of the engagement infrastructure, our Regional Advisory Council of education, community, business, and political leaders will help identify regional needs and programming priorities for the Center for Regional Engagement and will assist in assessing the Center's effectiveness. CRE will focus, leverage, and organize MoSU's regional stewardship initiatives. CRE will be organizationally located within the Institute for Regional Analysis and Public Policy (IRAPP) but with the clear mandate and expectation that regional engagement is a campus-wide responsibility/opportunity. Since its inception in 1999 IRAPP has established relationships and projects with each of MSU's Colleges and has developed many collaborations with regional partners. IRAPP's challenge under HB 1 was to establish national reputation and impact quality of life and economic development of the region. Many of the activities in the pursuit of this ambitious charge have involved collaborations/partnerships with both external and internal constituents, and the experiences, relationships, and social networks of IRAPP will be distinct advantages to CRE as it develops. Organizational reassignment of Honors Residential Learning and Leadership programs to CRE will provide formal linkages to student capacity and interest that can be organized effectively in regional engagement and service learning opportunities. CRE is currently working with campus constituents to do mapping of inventory assets that will position MSU to more easily connect capacity and interest to regional opportunities.

The Current Dean of IRAPP, Dr. David Rudy, will lead center staff. His designation as Associate Provost for Regional Engagement will emphasize to the broader university community and to regional partners the high priority placed on engagement by MoSU. The remaining staffing positions, Coordinator and Secretary/Clerical will be developed during the approval process with CPE and during the MoSU budget development process for 2007-08. All staffing positions will be considered from the context that includes issues of internal/external staffing, full/part time, and considerations of internal resource allocation/engagement infrastructure allocation.

MoSU has preliminarily allocated up to half time reassignment of equivalency to coordinate and lead selected areas or types of regional engagement activities. The specific allocation will be developed as we move further along in developing the mapping of internal engagement assets and in developing the strategic priorities of the regional Advisory Council.

A Regional Advisory Committee will be formed, and the ideas, thoughts and concerns of the region will be addressed and discussed. A steering committee from this group will interact with a committee from the university to address best practices in bringing the resources of both partners into play.

To help insure that campus leaders will become engaged and kept abreast of stewardship activities, the Associate Provost for Engagement will be part of both the Dean's Council as well as the President's Council, allowing the dissemination of information in a timely manner to a critical audience. Furthermore, the Associate Provost for Engagement and the Associate Provost for Research will both serve on a steering committee that will be comprised of faculty and staff members from the university, and members of the Regional Advisory Council.

MoSU has always strongly believed that part of its mission was to serve the region it is in, and in pursuing this policy we have always tried to make sure that on-campus and off-campus voices play a part in shaping MoSU's strategic plans. Currently, input is sought from numerous parties both on and off campus when MSU undergoes its strategic planning process. Then, after input from numerous representatives and sources, a rough draft is posted on MSU's web site for feedback. Announcements are made about the posting, encouraging anyone who has any comments to post them. The feedback is then taken and reviewed for further consideration before the final strategic plan is released. With the advent of the Regional Advisory Council, it is expected that they will be a further source to help in the strategic planning process from the outset, as well as help publicize and promote the data gathering and understanding the needs and strengths of the region that go into shaping the strategic plan.

Internal environmental scanning will begin with a systematic inventory of assets along with the identification of public engagement activities. The results will be compiled in a systematic data base so that future opportunities for public engagement can be directed toward the appropriate unit and individual (s). With respect to external scanning, the Regional Advisory Council will serve the role as an initial focus group to identify regional assets as well as regional issues. Information and input will also be sought from strategically placed individuals in local/state/federal government, Area Development Districts, regional economic development organization and others with respect to determining regional issues and perceived priorities. Staff persons will also survey reports and documents produced by others who have worked on regional issues, for example the Appalachian Regional Commission, the Long Term Policy Center, etc.

As part of the strategic planning process the Center for Regional Engagement will work with the Regional Advisory Council to organize a plan to connect assets with prioritized regional opportunities and problems. The plan will also determine the appropriate indicators related to the regional priorities that will be used to assess progress as well as to measure quality of life in the region.

Timetable for infrastructure expansion and formalization: Our first priorities in this area are to establish the **Center for Regional Engagement** and then to establish our Regional Advisory Council (RAC).

The timeline for establishing the **Center for Regional Engagement** is:

April/May 2007: Have new Associate Provost for Regional Engagement in place.

May 2007: Solicit faculty/staff candidates that will serve as links to the colleges and units.

July 2007: Have coordinator of service learning, leadership and volunteerism in place, along with a clerical support person.

The timeline for establishing the RAC is:

July 2007: Have key Center for Regional Engagement personnel in place and oriented to the strategic planning process.

March/July 2007: Solicit names and ask selected nominees if they will be willing to serve on the Regional Advisory Council.

August/December 2007: Engage, with members of the RAC, in strategic planning activities.

### **I. (D) Recruitment/Professional Development**

Consistent with our mission, public engagement has been an important consideration in recruitment and professional development activities at MSU. President Andrews has set as one of his personal goals for the current academic year to implement a comprehensive approach to “Stewardship of Place,” including the recruitment of staff and faculty that have interest and expertise in regional collaboration.

The University has provided funding for professional development in public engagement, as well. One example is the awarding of \$14,259 for a proposal entitled “Service Learning: Participatory Research, Community Development, and Citizen Action” to the MSU Interdisciplinary Appalachian Studies Program. This award will support a multi-day conference to assist faculty in the development of courses focused on service learning and community engagement. Well known faculty with considerable experience and expertise from several states will help us plan ways in which to better connect service learning with regional engagement. MoSU’s Center for Teaching and Learning will also be involved in the planning and development of appropriate professional development programming. Finally, the annual orientation session for all new faculty will include a section highlighting opportunities and responsibilities for faculty in regional engagement.

Annual administrator and faculty assessments have routinely included public engagement activities as a portion of determining overall performance.

#### **Plans to promote public engagement through recruiting, professional development, and performance assessment**

Several activities are underway to further acknowledge the importance of public engagement in the recruitment of administrators, faculty and senior staff personnel. For example, Vice President Kappes has worked with the Office of Human Resources to alter job announcement templates to include language reflecting our interest in hiring professionals with expertise in regional partnership and public engagement. Starting in the spring of 2007, MoSU’s advertisements for faculty positions have included the following statement: “Morehead State University is an equal opportunity/affirmative action educator and employer with a strong commitment to community engagement.” There is also consideration under way to provide a more detailed statement in MoSU institutional profile in the Chronicle of Higher Education as well as in the yearly announcement in Higher Ed.com.

We anticipate with the implementation of the regional stewardship program that faculty development activities will be substantially increased.

Provost Moore is currently engaged with the current and past chairs of the Faculty Senate to develop of guidelines that more explicitly define the role of public engagement as a key criterion in faculty performance assessment.

Timetable for Refinement of Recruiting, Professional Development and Performance Assessment: Recruiting and hiring templates will incorporate language reflecting the importance of public engagement by January 1, 2007. Increased budget allocations for faculty development in the area of public engagement will be reflected in the 2007-2008 operating budget. Revisions to faculty performance assessment procedures will be completed by June 2007.

### **I. (E) Incentive/Reward System**

The University has established awards and recognition systems that encourage public engagement activity for faculty and staff. It provides the annual Distinguished Faculty Service Award and the Distinguished Staff Service Award, consisting of a plaque (displayed in the University Center the first year and the faculty/staff member's home department thereafter) and a \$2,500 award to each recipient. Of the many types of service that may qualify a candidate for the award, three include: (1) "Service as an official representative of the University." (2) "Development of relations/partnerships with external groups (business, civic, education and government.)" and (3) "Service which enhances Morehead State University and is rendered as a citizen, not as a representative of the University (e.g. Little League Coach, American Cancer Society Volunteer, etc.)." In addition, the Interfraternity/Panhellenic/National Pan-Hellenic Council provides an annual "Community Service Award."

In addition, as part of the university's "Septemberfest: A Celebration of the American Community," and in collaboration with the Chamber of Commerce and the support of The New York Times, seven "Excellence in Civic Engagement Awards" have been established. The awards are for Excellence in Civic Engagement: (1) by an Individual (contributions of a citizen of our community in service to the community); (2) by a Community Organization (contributions of a community organization in service to the local community); (3) by a Business (contributions of a local business in service to the local community); (4) Partnerships for Service Learning (contributions of an MSU class in service to a community organization); (5) by an MSU Student (service of an MSU student to the community); (6) by an MSU Faculty/Staff (service of an MSU faculty or staff member to the community); (7) by an MSU Student Organization (service of an MSU student organization to the community).

Also, The Leadership Development Program, now in its 13<sup>th</sup> year, was established to provide leadership skills to the University's top scholarship recipients. The curriculum relies heavily on civic engagement through service learning, servant leadership and civic responsibility. Morehead State University recently received two first place awards at the annual conference of the Southern Consortium of the American Democracy Project: Morehead State took top honors in the Curricular category for its Leadership Development Program, and in the Institutional category for Septemberfest: A Celebration

of the American Community. We expect to continue this pursuit of excellence, as well as add to it in any capacity that might be needed to further encourage the university's stewardship initiative.

### **Plans to refine incentives and rewards for public engagement**

Discussions with the Faculty Senate are underway to revise salary, promotion and tenure systems to provide more comprehensive rewards to faculty for meritorious public engagement activities. Implementation of the regional stewardship program will increase the range of opportunities and support of programs that will allow faculty to engage in regional stewardship and collaboration, thereby increasing the scope and frequency of recognition of faculty for public engagement activities. At the request of Provost Moore, the MoSU faculty senate has established a working committee to consider adjustments of faculty review processes that would encourage and reward regional engagement. To become institutionalized these suggestions would be formalized in review, tenure, promotion, and merit pay policies. We anticipate that changes in these policies will be approved by June 2007.

## **I. (F) Learning Environment**

Public engagement has been integrated into the learning environment at MSU, from several perspectives. All departments specify in each annual unit report specific learning outcomes for each academic program, with an increasing number of programs specifying learning outcomes based upon the students' engagement. Currently, over 140 courses, or 3% of the entire course offerings of the University, met the criteria for formal designation as service learning classes. These courses were distributed across 17 academic departments, which constitute 81% of all departments. Sixty-three members of the faculty (21% of all faculty) taught service learning courses, attended by 5,517 students, which comprises one-half of the MSU student body. For a course to earn designation as a service learning course:

- The course will provide students with the tools they need to be engaged in local and global communities and foster a stewardship of place.
- Service must strengthen community assets and address community needs.
- Knowledge of the discipline is broadened by the service experiences with which the students are involved.
- The service learning experience must fulfill the learning goals of the academic course.
- There must be adequate time for quality reflection on the service learning experience. This will be formative as well as summative.
- Students must have the opportunity to reflect on their experiences with each other, the instructor, and the community partner.
- Students must be formally evaluated on their service learning experience through tests, journals, papers, peer evaluation, community partner reviews, or other methods.

- The instructor must ensure that the service learning experience is a substantive part of the course and how the student is evaluated.
- The instructor and community partner will reflect on the experience at the conclusion of the course.

The process for identifying a service learning course is for the instructor to voluntarily submit the course to the Service Learning Task Force for evaluation and designation as a service learning course.

Public engagement opportunities are available to students in the areas of research, leadership, internships, and studies abroad.

### Student Research

- The university sponsors approximately 60 undergraduate research fellowships (each worth approximately \$3,000) in which each student engages in research with a faculty member. Research projects that involved community engagement have included: A study by a social work major, titled “Vital Actions,” of whether social work professionals view themselves as change agents and the degree to which they impact the community they serve; A geography student completed the project titled “Remote Sensing-based Mapping of Impervious Surfaces and Forest Cover,” with the goal of developing an approach that can be readily and inexpensively used by small cities to produce digital (GIS) maps showing impervious surfaces, urban tree cover, the locations of plantable areas, and changes in tree cover over the past 50 years.
- Undergraduate students participating in the academic program within the Institute for Regional Analysis and Public Policy have engaged in applied research projects with the U.S. Forest Service, Rowan County Circuit Court, Domestic Violence Shelter, and the Community Outreach Partnership Center leading to presentations of the research in such venues as the Appalachian Regional Commission in D.C., the Posters at the Capitol at the state capitol, and professional meetings in a variety of disciplines.

### Student Leadership

Both the MSU Leadership Development Program and the Honors Leadership Residential College are based on principles of leadership through civic engagement. Students complete a sequence of eight courses, each of which focuses on the relational leadership model and the concept of “servant leader” and each course includes a service learning component. Students take a progressively larger leadership role as they progress through the sequence of courses in such community engagement projects as “Septemberfest: A Celebration of the American Community;” Rodburn Elementary Fall Festival; Earthfest; Get Out the Vote and other

voter registration initiatives; Operation Iraqi Children; Morehead Elementary Homework Helpers; and participation in builds for the Habitat for Humanity.

### Internships

Nursing, Imaging Science, and Psychology students participate in internships and practicum programs that provide services to communities through health care initiatives at regional health clinics (New Hope Clinic, People's Clinic, Senior Citizens Center, etc.) community service facilities, and educational programs in regional schools. Students in Geology, Environmental Science, Physics and Industrial Technology participate in internship programs with state and federal agencies that engage in community-based initiatives (PRIDE, Kentucky River Properties LLC, EPA, Water Watch, etc.) in support of environmental awareness issues impacting the region.

### Studies Abroad

MSU is a charter member of the Cooperative Center for Study Abroad (CCSA), a consortium that provides a number of study abroad experiences designated as service learning. In addition, we are seeing an increasing number of study abroad experiences that include a service learning experience, of which two of the more recent are:

- Our relationship with the Guangxi Department of Education and Guangxi University in Guangxi Province, China, has led to an opportunity each summer for teacher education majors to teach English to high school or college students in Guangxi. Students maintain daily journals and engage in group and individual discussions with their instructor and program host.
- Agreements we have with institutions in Costa Rica have led to a variety of community engagement opportunities, including a recent trip by our Concert Choir, during which the students performed and conducted workshops. A trip is being planned by the Department of Nursing during spring break, at which time nursing students will have an opportunity to participate in a variety of clinical settings.

At the present time, there are no University graduation requirements that require some level of student community involvement. An attitude of “one size fits all” seldom, if ever, works. Many students will be introduced or experience community service during their educational experience at MoSU, but using force for what really only works well through persuasion and example seems a sure way to harm rather than help the ideals of such a program. However, as mentioned earlier, MoSU is already recognized nationally for its excellent curriculum offerings regarding civic engagement through service learning, servant leadership, and civic responsibility. With the institutionalization of the stewardship initiative, it is expected that the number of service learning courses, as well as the quality, will grow. Trainings, such

as the upcoming Spring conference, “Service Learning: Participatory Research, Community Development, and Citizen Action” are examples of the commitment that MoSU is making towards this endeavor.

### **Plans to expand learning opportunities**

Within the current academic year, all departments will provide at least one service learning course or a course that incorporates public engagement as a major portion of course activities. Implementation of the regional stewardship program will provide resources to support course development and implementation, thus increasing the range and scope of such offerings at MSU. We will also use program resources to adapt and diffuse lessons learned from the Honors Leadership Residential College to other academic programs throughout the University. Also, it has been our experience that instructors adapt their service learning orientation to other courses, which allows more students to be sensitized to the values of public engagement.

### **I. (G) Information/Reporting Systems**

The primary data collection process that is currently in place to track activities and initiatives across the University is the annual unit planning and assessment report process. Annually, each academic and administrative budget unit is required to submit an on-line report which details progress with activities that have been identified by that unit in support of the University’s strategic plan goals. Each activity is coded so that that database can be searched for activities that support a specific goal (i.e. productive partnerships) of the strategic plan. Detail is also provided in the report on how each activity is to be measured, timeline for implementation of the activity and finally what changes were implemented within the unit based on the results of the activity assessment.

The University is currently in the process of implementing a new ERP system which will require a change of the software currently used for the online unit planning and assessment report process. The new software selected to facilitate this process is the Weave Online application which was created by Virginia Commonwealth University. Weave Online is an Assessment Management System that will:

- Centralize data management
- Provide web-based access
- Streamline planning, assessment, and improvement processes
- Establish a work space that is available during accreditation, program reviews, and reporting

The migration from the current in-house developed system to the Weave Online system is scheduled for the spring 2007. Under the new system, the University will continue to be able to track specific initiatives and activities associated with regional stewardship across all University units. The system will also enable the newly formed Center for Regional Engagement to document the unit’s strategic plan with detailed mission, goals, objectives, key indicators, and actions that will be implemented to

measure quality of life within the region and identify pressing regional problems and/or opportunities. The information will be collected in a main gathering point, but several different groups will be able to access and use the data, from the department level all the way through to the President's office and the Center for Regional Engagement.

### **I. (H) Campus/Community Interaction**

MSU is a committed partner of "NewCity: Morehead," a major initiative in East Kentucky that has aided in the institutionalization of interactions between MSU and the surrounding community. The University is identified as a local strength for the initiative, and President Andrews serves as a member of the Local Initiative Committee. Developed by the NewCities Institute, the initiative incorporates twelve principles of community building including: (1) "Adapting to change by being informed," (2) "Steward the environment," (3) "Basic needs (education, arts and health)" that directly involve MSU.

Specifically, the NewCities Institute recommends that MSU should be utilized to:

- Coordinate curricula development of certificate, diploma, and degree programs that will meet the anticipated future economic and social needs of the community in addition to their primary missions of meeting the education needs of the community's youth (vertical and horizontal integration of the curricula.)
- Develop and implement an Entrepreneurship Degree Program.
- Focus on nurturing indigenous resource development such as timber industry sector (seedling to finished product industrial development programs) in conjunction with the Morehead-Rowan County Economic Development Council.
- Create innovative education/entrepreneur/economic opportunities such as art/wine/cuisine teaching lab on Main Street with retail outlets that will serve as a training ground for students and a tourist draw for downtown property/business owners.
- Foster and expand niche markets for Bluegrass and other traditional music and Folk Art through regional and national symposia and academic articles that spotlight local talent to a national audience in partnership with the Economic Development Council, Chamber of Commerce, tourism, and other local civic organizations.
- Emphasize business management and marketing education.

The University invited community input in its strategic planning process. Community groups were invited to provide input, and the University's website solicited electronic input from the community. Both approaches were successful in generating thoughtful comments that influenced the development of the final plan.

**Planning for increased campus/community interaction**

The implementation of the regional stewardship program will extend the number and scope of opportunities for interaction. We anticipate that the program will allow the University to engage in planning activities modeled after the NewCities initiative in other communities throughout East Kentucky, and provide more grassroots connection between students, faculty and staff from the University with residents in the region.

Timetable for building interaction. While we expect to continually expand our interaction with citizens and institutions in the region, our specific plan for engagement will be completed by June 2007, and we expect to increase engagement in the focused areas identified within that plan throughout 2007 and 2008.

**II. Financial Information**

**II. (A) Proposed Budget**

Category	2006-07	2007-08
Personnel	\$77,000*	\$154,000
Operating Expenses	\$123,000	\$46,000
Total	\$200,000	\$200,000

\* salary line for 06-07 only represent half of the year because of start date

**II. (B) Budget Narrative**

The positions to be supported by the proposed infrastructure pool will include:

Job Title
Associate Provost / Director
Secretarial/Clerical
Coordinator of Service Learning, Leadership and Volunteerism
Faculty/Staff Reassignments (5 total)

With a mid-year start-up of the Center for Regional Engagement in 2006-07, approximately one-half of the total annual salary budget will be allocated for one-time start-up operating expenditures to include computer equipment and software, initial marketing/public awareness, establishment of the Regional Advisory Council, staff/faculty professional development and travel, consulting/facilitator services and survey processing. More of the stewardship resources will be able to be fed back into the program because an existing position currently budgeted within MSU’s operating budget will be expanded and refocused to serve as the Associate Provost for Regional Engagement and Dean of the Institute for Regional Analysis and Public Policy.