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UA3/9/5 Pushing the Boundaries: Changing Roles & Expectations of Institutions

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PUSHING THE BOUNDARIES

CHANGING ROLES AND EXPECTATIONS OF INSTITUTIONS

WELCOME GUESTS FROM INDIANA AND OHIO.

REMARKS GENERALLY ABOUT KENTUCKY BUT LIKELY PERTAIN TO OTHERS.

HIGHER EDUCATION IN KENTUCKY HAS CHANGED DRAMATICALLY

WKU AND NKU PERHAPS MOST DRAMATICALLY

DRIVEN BY HBI—HIGHER ED REFORM AND NEW LEADERSHIP.

JIM IS SENIOR. I'M RIGHT BEHIND WITH SECOND-LONGEST TENURE.

NEEDS AND EXPECTATIONS HAVE CHANGED.

SPIRIT OF INNOVATION, ENTREPRENEURIALISM, AND COMMITMENT TO
REGION—HOWEVER REGION IS DEFINED

UK’S AND UL’S ROLES HAVE BEEN BOLDLY DEFINED.

ALL INSTITUTIONS HAVE BEEN GIVEN LATITUDE TO CHART A COURSE AS BOLD
AND AS AMBITIOUS AS THEIR RESPECTIVE GOVERNING BOARD VISUALIZE
AND CHOOSE TO PURSUE.

NOT TOO MANY YEARS AGO, PERHAPS WITH THE EXCEPTION OF UK AND UL,
MOST CAMPUSES WHEN ASKED TO DEFINE THEIR PRIMARY MISSION WOULD
HAVE SAID, “TO EDUCATE STUDENTS.”
THAT WORLD HAS CHANGED.

NOW THAT IS ONE MEANS TO A MUCH BROADER, MORE NOBLE END.

GIVEN THE CHALLENGE OF HIGHER ED REFORM AND GIVEN THE SELF-IMPOSED
DRIVE OF NEW LEADERSHIP, MOST CAMPUSES HAVE EMBRACED A
DRAMATICALLY CHANGED, MORE AMBITIOUS, AND MORE RELEVANT MISSION.

MY OWN BOARD IS COMPLETELY FOCUSED AND WAS THE DAY THEY
INTERVIEWED ME IN 1997 ON BRINGING ABOUT A COMPLETE, UNEQUIVOCAL,
AND ABSOLUTE TRANSFORMATION.

NOWHERE IS THE WORD REGIONAL IN OUR INSTITUTIONAL VOCABULARY

THE PURSUIT OF NATIONAL PROMINENCE IS BEHIND EVERY DECISION AND
EVERY ACTION ON OUR CAMPUS. I WOULD EXPECT THE SAME DRIVE TO EXIST
ON MANY OF THE OTHER CAMPUSES AS WELL. NATIONAL PROMINENCE FOR A
COMPREHENSIVE UNIVERSITY, HOWEVER, CANNOT BE ACHIEVED WITHOUT
DRAMATICALLY IMPACTING IF NOT TRANSFORMING THE REGION IN WHICH IT IS
LOCATED. NOR CAN THAT REGION BE OPTIMALLY IMPACTED UNLESS AN
INSTITUTION IS ACHIEVING NATIONAL PROMINENCE THROUGHOUT ITS
ACADEMIC PROGRAMS OF TEACHING, RESEARCH, AND SERVICE.
AT MOST INSTITUTIONS IN KENTUCKY, BUT PARTICULARLY MY OWN, IT STARTS WITH A BOLD NEW AGENDA FOR APPLIED RESEARCH AND PUBLIC SERVICE. OUR STRATEGIC AGENDA IS TO TAKE EXISTING KNOWLEDGE IN ANY GIVEN FIELD OF STUDY AND APPLY IT TO THE IDENTIFICATION AND SOLVING OF PROBLEMS WITHIN THE REACH OF OUR CAMPUS. PERHAPS IT IS OUR OWN COMMUNITY; PERHAPS IT IS OUR OWN COUNTY; PERHAPS IT IS A MULTI-COUNTY REGION; PERHAPS IT IS THE COMMONWEALTH IN GENERAL OR THE NATION OR THE GLOBE DEPENDING ON THE DISCIPLINE, THE PROBLEMS, AND THE CREATIVE APPLICATION OF OUR FACULTY AND STUDENTS.

HIGHER ED REFORM IN KENTUCKY HAS CHARGED EACH OF OUR INSTITUTIONS TO DRIVE THE ECONOMY WITHIN THEIR AREA OF THE STATE. WESTERN KENTUCKY AND NORTHERN KENTUCKY UNIVERSITIES, IN PARTICULAR, HAVE ALSO INTEGRATED INTO OUR CURRICULUM A RESPONSIBILITY FOR CIVIC ENGAGEMENT ON THE PART OF OUR FACULTY AND STUDENTS—A BOLD RESPONSIBILITY FOR SERVICE, CIVIC DUTY, AND VOLUNTEERISM.

IN MOST CASES, LEARNING HAS DRAMATICALLY CHANGED AND COLLABORATION HAS DRAMATICALLY INCREASED.
AMONG THE CHANGING ROLES AND EXPECTATIONS, AT LEAST IN KENTUCKY, IS THE EXPECTATION TO COLLABORATE WITH OTHER UNIVERSITIES AS MUCH AS POSSIBLE. ALL OF THE EIGHT UNIVERSITIES, THE KENTUCKY COMMUNITY AND TECHNICAL COLLEGE SYSTEM, AND THE PRIVATE INSTITUTIONS CAN POINT TO A BROAD RANGE OF EXAMPLES WHERE ANY GIVEN CAMPUS IS COLLABORATING WITH OTHER CAMPUSES IN WAYS THAT MAY HAVE BEEN UNEXPECTED IF NOT DIFFICULT TO ACHIEVE JUST A FEW YEARS AGO. IN OUR CASE, WE HAVE NEW ENGINEERING PROGRAMS OFFERED JOINTLY WITH UK AND U OF L, WHICH BY THE WAY WERE SUPPORTED SIGNIFICANTLY BY PRIVATE BENEFACTORS BEFORE THEY WERE SUPPORTED BY STATE DECISION MAKERS. IN MY MIND, THE FORMER LED DIRECTLY TO THE LATTER. WE ARE PARTNERING WITH PRIVATE INSTITUTIONS, PARTICULARLY IN OWENSBORO, WITH KENTUCKY WESLEYAN AND BRECKENRIDGON DEGREE PROGRAMS. WE HAVE DOZENS OF PARTNERSHIP AGREEMENTS WITH UNIVERSITIES ACROSS THE GLOBE. WE HAVE A RANGE OF PARTNERSHIP AGREEMENTS WITH THE NATIONAL PARK SERVICE, PARTICULARLY IN AND AROUND MAMMOTH CAVE IN DISCIPLINES RANGING FROM BIOLOGY TO GEOLOGY TO BIODIVERSITY RELATED CURRICULA. A UNIQUE COLLABORATION WITH STATE GOVERNMENT HAS LED TO THE CONNECT KENTUCKY PROJECT, WHICH IS AN OUTGROWTH OF THE CENTER FOR INFORMATION TECHNOLOGY ENTERPRISE, A NOT-FOR-PROFIT CORPORATION CREATED BY FACULTY IN OUR DEPARTMENT OF COMPUTER INFORMATION SYSTEMS. THE POINT IS THAT WHERE INSTITUTIONS AND THEIR PRESIDENTS ONCE COMPETED AGAINST ONE ANOTHER, MOST EVERY
Circumstances now collaborate and cohesively pursue opportunities in concert with another. The hows, and wheres, and with whom of learning have all undergone dramatic transition across Kentucky. The "how," of course, with the application of new technology in the classroom and laboratory, home, and workplace. The "where" certainly involves our extended campuses and anywhere the Internet allows us to reach, but some of us are also engaged in a dramatic rebuilding of our respective campuses. In our case at Western, some $150 million in capital construction has been completed in the last half dozen years with another $200 on the drawing board, meaning that the transformation is first and foremost attitudinal, but also intellectual, financial, and physical. The "with whom" is also important in that in most cases we are reaching significantly more students. Western and Northern are setting the pace for enrollment growth at universities across Kentucky in our case, over 4,000 more students now than when higher ed reform was put into law in 1998. UK is also growing and KCTCS has put up great enrollment numbers. Most of us are also reaching out to specific corporate cohorts of students, employed in business and industry, which have specific educational needs leading to a certification in a given discipline, or development of a specific skill or an on-line...
BACHELOR'S AND MASTER'S PROGRAMS, ALL OF WHICH CAN BE DESIGNED FOR A SPECIFIC CORPORATE ENTERPRISE.

OUR FINANCIAL CAPACITY MAY BE THE AREA WHERE THE GREATEST CHANGE HAS OCCURRED AND AGAIN I WILL USE MY CAMPUS AS AN EXAMPLE. SEVEN YEARS AGO, WESTERN'S BUDGET WAS $130 MILLION. FOLLOWING SOME GAINS IN STATE FUNDING IN 1998, WE HAVE EXPERIENCED FOR THE LAST FOUR YEARS A DECLINE IN STATE FUNDING. SINCE 2000, AT WESTERN $8 MILLION HAS BEEN CUT FROM OUR BUDGET YET THE TOTAL CAMPUS BUDGET HAS GROWN TO $242 MILLION OVER THAT SAME PERIOD OF TIME. $112 MILLION IN BUDGETARY GROWTH HAS COME FROM TUITION REVENUES, FEDERAL SUPPORT, GROWTH IN GRANTS AND CONTRACTS, SOUND BUSINESS PRACTICES, AND PRIVATE SUPPORT.

Empirically measurable and is measured and documented each year. The energy behind the strategic plan, however, was the campaign designed to achieve prompt and significant success in generating capital gifts. The theory being that the momentum of a campaign would carry over into other aspects of the institution. Momentum from campaign success generated the institutional confidence and ambition needed to achieve performance indicators throughout the academic, administrative, student life, and athletic variables of the strategic plan. Many donors were given the opportunity to make a major gift commitment and were convinced that, if they made that gift commitment, significant progress would be achieved in that particular part of the university and documented results would be forthcoming. In nearly every case that has proven to be the case, over the course of that five-year campaign, while $102 million was being raised, the university was also nearly doubling its applicant pool from 6,000 to 11,000, experiencing 24 percent growth in enrollment from 14,500 to 18,600, was tripling its sponsored research and public service from $10 million a year to $30 million a year, was achieving significant growth in earmarks in the federal budget from $1 million a year to $11 million a year, and was experiencing a boom in campus construction, most of which was being financed with revenue apart from state funding. The campaign success was
PSYCHOLOGICAL FORCE BEHIND ALL OF THESE MEASURABLES. SUCCESS IN OUR FIRST CAPITAL CAMPAIGN GAVE FACULTY CONFIDENCE TO PURSUE SPONSORED SUPPORT. IT ALLOWED US TO CONVINCE OUR FEDERAL DELEGATION THAT WESTERN WAS ON THE MOVE. IT ALLOWED US TO CREATE A CLIMATE OF HIGH ENERGY, BOLD AMBITION, AND SUCCESS WITH PROSPECTIVE STUDENTS. EVERY TIME A MAJOR GIFT WAS ANNOUNCED, YOU COULD SENSE A BUILDING OF ADRENALINE AND INSTITUTIONAL SELF-ESTEEM.

THE IRONY NOW IS THAT THOSE VARIABLES ARE REVERSED. AS WE PLAN THE UNIVERSITY’S SECOND CAPITAL CAMPAIGN, WHICH WE ARE DOING, IT IS AN APPLICANT POOL THAT CONTINUES TO GROW, SUSTAINED ENROLLMENT GROWTH, GROWING FEDERAL SUPPORT, CONSIDERABLY MORE CAMPUS CONSTRUCTION, AND GREATER FACULTY SUCCESS IN SPONSORED RESEARCH, THAT NOW GIVE CONFIDENCE AND MOMENTUM THAT THE TIME IS RIGHT TO LAUNCH ANOTHER CAMPAIGN. IT IS CLEAR THAT FOR THE NEXT SEVERAL YEARS, WE WILL BE ABLE TO DOCUMENT THAT WITH EVERY GIFT TO OUR NEXT CAMPAIGN, THAT DONOR WILL BE PERSONALLY RESPONSIBLE FOR ACHIEVING A COMPLETE TRANSFORMATION BY THE END OF THIS NEXT CAMPAIGN, AND THE TRANSFORMATION WILL NOT BE CONTRIVED. IT WILL BE MEASURED IN VERY SPECIFIC CATEGORIES THAT WHEN VIEWED IN TOTAL WILL CLEARLY DOCUMENT A DRAMATICALLY DIFFERENT INSTITUTION. THE IRONY IS SEVEN YEARS AGO THE CAMPAIGN LED THE CHANGE. NOW THOSE CHANGES ARE LEADING TO A MORE AMBITIOUS CAMPAIGN.
THIS, OF COURSE, GIVES CREDENCE TO THE INSTITUTIONAL ADVANCEMENT AXIOM THAT A CAMPUS IS EITHER IN A CAPITAL CAMPAIGN, PLANNING ONE. IF YOU’RE NOT, YOU SHOULD BE.

THE THEME OF THIS CONFERENCE, PUSHING THE BOUNDARIES: CHANGING ROLES AND EXPECTATIONS OF INSTITUTIONS IS ENTIRELY FITTING FOR THE CLIMATE THAT EXISTS ACROSS KENTUCKY AND MUCH OF HIGHER EDUCATION IN AMERICA. INSTITUTIONAL ADVANCEMENT PROFESSIONALS HAVE TO WORK CLOSELY WITH INSTITUTIONAL PRESIDENTS TO ENSURE THAT YOUR CAMPUS IS COMFORTABLE WITH INNOVATION AND ENTREPRENEURIALISM, IS WILLING TO CALCULATE AND TAKE SIGNIFICANT RISKS—KNOWING THAT IF YOU ARE SUCCESSFUL, THE REWARDS FAR OUTWEIGH THE POTENTIAL DANGER OF FAILING TO ACHIEVE.

I AM CONVINCED THAT THE BEST MARKETING STRATEGY FOR ANY INSTITUTION IS SOUND INSTITUTIONAL DECISION MAKING. BOLD INSTITUTIONAL MAKING FOLLOWED BY DOCUMENTED SUCCESS AND A KEEN INTUITIVE CAPACITY TO ENSURE PUBLIC AWARENESS OF THAT SUCCESS IS THE BEST PR A CAMPUS CAN HAVE. ON THE OTHER HAND, A COMPLACENT CAUTIOUS INSTITUTION IS LIKELY TO BECOME A STAGNANT INSTITUTION CONSUMED BY INTERNAL CONTROVERSY AND LOW INSTITUTIONAL SELF-ESTEEM.
A FINAL THOUGHT AS YOU THINK ABOUT YOUR ADVANCEMENT RESPONSIBILITIES. I ENCOURAGE YOU TO IDENTIFY THOSE THINGS THAT MAKE YOUR CAMPUS DISTINCTIVE, THAT ARE REAL AND GENUINE AND THAT YOUR UNIVERSITY FAMILY UNDERSTANDS AND TO WHICH THEY CAN RELATE LIKE PEOPLE, INSTITUTIONS HAVE PERSONALITIES, AND LIKE PEOPLE, INSTITUTIONS MUST BE COMFORTABLE IN THEIR OWN SKIN. DON’T TRY TO BE SOMETHING YOU’RE NOT, BUT DO TRY TO BE THE VERY BEST AT WHAT YOU ARE. IDENTIFY THOSE SIMILAR TO YOU WHO MAY BE THE BEST AND BENCHMARK YOUR INSTITUTION AGAINST THOSE INSTITUTIONS EVERY DAY. CELEBRATE YOUR SUCCESSES, TAKE STOCK OF AREAS WHERE YOU MAY NOT BE ACHIEVING AT THE PACE THAT YOU WOULD LIKE AND REDOUBLE YOUR EFFORTS IN THOSE AREAS AND DON’T EVER UNDERESTIMATE THE ROLE THAT PRIVATE DONORS--INDIVIDUAL, CORPORATE, AND OTHERWISE--CAN PLAY IN HELPING ACHIEVE A BOLD VISION. IT IS TRUE. MOST PEOPLE WHO HAVE ACHIEVED SIGNIFICANT FINANCIAL CAPACITY ARE MOTIVATED BY BIG IDEAS AND WANT TO BE PART OF AN AMBITIOUS HIGH-ENERGY ENTERPRISE.

I CLOSE WITH THIS EXAMPLE. AT WESTERN, HALF A DOZEN YEARS AGO, WE WENT THROUGH AN EXERCISE TO TRY TO COME UP WITH A BRAND, SOME TYPE OF TAG LINE THAT SUGGESTED WHAT WE WERE ABOUT AND THAT, AS BRANDS ARE SUPPOSED TO DO, MADE A PROMISE; AND PROCLAIMING THAT PROMISE WOULD DRIVE THE INSTITUTION TO ENSURE THAT WE COULD DELIVER ON THAT PROMISE. AFTER THE NORMAL FOCUS GROUP PROCESS, WE ARRIVED
AT "EXPECT THE BEST." WE PUT IT ON OUR MATERIALS. WE PUT IT ON THE AIR. AND IT WORKED WELL FOR A COUPLE OF YEARS. INDEED, THERE WERE SELECTED AREAS WHERE PERHAPS WE WERE AMONG THE BEST. THROUGHOUT THAT PERIOD OF TIME, HOWEVER, I CONTINUED TO THINK THAT WE HAD NOT QUITE YET FOUND WHAT I FELT WE NEEDED TO CONVEY. THEN, WITH BOB EDWARDS' HELP, WE WENT BACK TO THE BASICS AND IT WAS LIKE, DUH, THE UNIVERSITY'S MOTTO IS WHO WE ARE, WHAT WE'RE ABOUT, THE MOST GENUINE AND THE MOST MEANINGFUL PROMISE WE COULD MAKE IS ON OUR SEAL--THE WORDS "THE SPIRIT MAKES THE MASTER." BINGO. IT'S BEEN RIGHT IN FRONT OF OUR EYES FOR 99 YEARS. IT IS THE SPIRIT OF OUR CAMPUS THAT DRIVES US; THAT EACH AND EVERY ALUMNUS RECOGNIZES AND CAN RELATE TO. IN ALL WALKS OF LIFE, IT IS HARD TO DEFINE BUT EASY TO SEE AND FEEL SPIRIT THAT CAN MASTER MOST ANY TASK. IT IS THAT SPIRIT THAT WE BELIEVE UNIQUELY DEFINES OUR UNIVERSITY. IT WILL BE THE IMPELUS FOR THE NEXT CAPITAL CAMPAIGN, THE NEXT APPLICANT POOL, THE NEXT FEDERAL GRANT, THE NEXT SET OF CONSTRUCTION PROJECTS, OR WHATEVER OUR SHORT AND LONG TERM AMBITIONS MIGHT BE.

NOW YOU KNOW THAT "THE SPIRIT MAKES THE MASTER." IS TAKEN. BUT, THE THOUGHT OF A HIGH-SPIRITED, HIGH ENERGY, ENTREPRENEURIAL, AGGRESSIVE, AND AMBITIOUS UNIVERSITY ENVIRONMENT IS THERE FOR THE TAKING. GO FOR IT. THANK YOU.