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Eighteenth President

FIRST THINGS FIRST

Acknowledgements

Interim President, Board of Regents, Faculty/Staff, Students, Alumni, and Frankfort

Admonitions

- No more whisper campaigns
 - No more disparaging the university
 - No more finger-pointing among peers
 - No more presidential drama
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THE ROADMAP

- * Why I am here?
- * What are my priorities/values?
- * Can I offer any insights on change?
- * Where I hope to take KSU?
- * What are key indicators of success?

PRESIDENTIAL PASSION

Charleston, SC and Frankfort, KY

Presidential preparation and Land-grant commitment

Life as a living logo and campus messenger

South Carolina and Southern Values

Academic Preparation and Research Foci


Scholarly Background on the HBCU Context

Experiences provide an Appropriate Toolkit

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INSTITUTIONAL FACTS

- * Kentucky State is at a pivotal time in its history.
 - * Kentucky State must adapt to an evolving global educational and economic environment.
 - * Kentucky State has a proud legacy and numerous strengths as its foundation for the future.
 - * Kentucky State is spending too much energy focused on non-outcome producing activities.
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THE EXTERNAL LANDSCAPE

- An unrelenting budget forecast that upends historic funding
- Shifting terrain for historically black colleges and universities
- State and national policy trends for performance outcomes
- Expanding globalization of the educational enterprise

CRITICAL CONCERNS MOVING FORWARD

- State and federal funding challenges (e.g. Title III, USDA)

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THE CURRENT PRESIDENTIAL FOCUS

1. Reinvigorate the Kentucky State family around common goals
2. Define and expand the Kentucky State brand and market share
3. Deploy scarce resources to identified priorities through selective investment
4. Systematize fundraising, capital development, and alumni operations
5. Improve operational discipline within and across functions
6. Build on existing efforts to promote commerce in western Kentucky
7. K c f _ `Wç`UVcfUh]j Y`mhç`ghfYb[h\Yb`h\Y`Ybfc``a YbhÍ pipelineÎ



THE ABCs: ACCREDITATION

STATEMENT OF FACTS

- KSU is approaching the final year of SACSCOC preparation.
- Compliance issues will center on effectiveness and stability.
- Evidence of SLOs is key to institutional accountability.
- Rapid onboarding of the QEP will be required.

STRATEGIES FOR RESOLUTION

- Assess bench strength for response submission
- Acquire professional support for deliver support for OR

THE ABCs: BRAND IDENTITY

STATEMENT OF FACTS

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- The campus has experienced declining enrollments.
- The recent presidential search press has been troublesome.

STRATEGIES FOR RESOLUTION

- Establish a high energy digital presence
- Reintroduce KSU to key media outlets (e.g., Editorial Boards)
- Monetize existing resources
- Identify more press-positive campus convenings
- Affirm presidential support of stakeholder groups
- Promote KSU within key networks and alliances
- Launch a recruitment campaign within key cities
- Target untapped governmental relationships
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THE ABCs: CASH FLOW

STATEMENT OF FACTS

- KSU is experiencing flat-line revenue with increasing expenses.
- Cost-containment is only one component of cash flow.
- Unconventional efforts are required during extraordinary times.

STRATEGIES FOR RESOLUTION

- Maintain fiscal discipline (i.e., acknowledging critical needs)
- Incentivize enrollment growth (e.g., tuition price, discounting)
- Reconsider the annual giving campaign model
- Assess administrative structure and auxiliary agreements
- Create opportunities for initial, systematic, and extravagant gifts
- Establish online/digital giving footprint (e.g., text-to-give)
- Invite corporate attention via in-kind giving
- Identify business partnerships that off-set regular expenses
- Design transformative grant opportunities for foundations
- Agitate around Title III-B funding (or FIPSE)

UNDERSTANDING THE BUDGET

GENERAL FUND TYPES

Designated Fund Ę Contains unrestricted funds for a specific purpose.

Restricted Fund Ę Contains funds restricted by an external source.

Agency Fund Ę Established for affiliated organizations such as athletics.

SPECIFIC ACCOUNT CATEGORIES

Unrestricted » Budget Account

Restricted » Endowed Income, Grants, Other Restricted Gifts or Payments

Loan » Student and University Loans

Endowment/Annuity » Principal Portion of Endowed Gifts and Annuities

Capital » Building and Equipment, Repair and Replacement

Auxiliary » Non-University Activities, Student Activities


THE THREE LITTLE PIGS: A (NOT SO) GRIMM TALE

Fifer Pig ()

Fiddler Pig ()

Practical Pig ()

OUR CURRENT POSITION

- Eroding Value Proposition
 - Flawed and Failing Business Models
 - A Resurgence of Student Activism
 - State and National Partisan Divides
 - Fraying Campus Shared Governance
 - The Ubiquity and Power of Social Media
 - The Next Technological Revolution
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INSTITUTIONAL RESPONSES

- Strengthen our institutional brand and market niche
- Address unit sizes, scopes, and structures to maximize both synergy and efficiency
- Focus our core areas around workforce preparation and civic engagement
- Exploit vacancies in the HBCU network, region, and among key stakeholder groups
- Engage in activities that serve the community, state, and target industries

DISRUPTING BUSINESS AS USUAL

Ask these questions:

1. Why are we so committed to repeating what did not work the last time?
 2. Are we willing to search for a solution that is better than what any of us already has in mind?
 3. What can we do this week that we have never done before to improve our effectiveness or efficiency?
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" Culture Eats Strategy for Breakfast" , BUT. . .

- Transparency in operational affairs
- Responsibility centered management
- Executive management vs. Primus inter pares
- Í Business as unusualÎ
- Prevailing culture of service
- Merit vs. Productivity
- Citizenship and civility
- Professional development vs. Travel
- Entrepreneurialism vs. Grafty lucre
- Gi ddcfhÍ? Ybhi W_mGHUjYÍ `bchigY`Z
- Í On a whisperÎ revisited

THREATS TO OUR FUTURE

- Obsolescence (outmoded practices)
- Disorientation (failure to benchmark)
- Depersonalization (isolated office mentality)
- Absence of Customer Service (not competitive)
- Succession/Cross-training (fear of job loss)
- Work Quality (pride in brand identity)
- Campus Communications (self-talk without sharing)
- Blame issues (asking who rather than what)
- Professional Development (best in class learning)

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- Clear communication (e.g. the new Communiqués)
- Confidence in leaders (e.g. stabilization, evaluation)
- Respect and recognition (e.g. anniversaries, awards)
- Professional development opportunities (e.g. support funds)
- Pay and benefits (e.g. merit increases, compensation study)

OUR COLLECTIVE RESPONSIBILITY

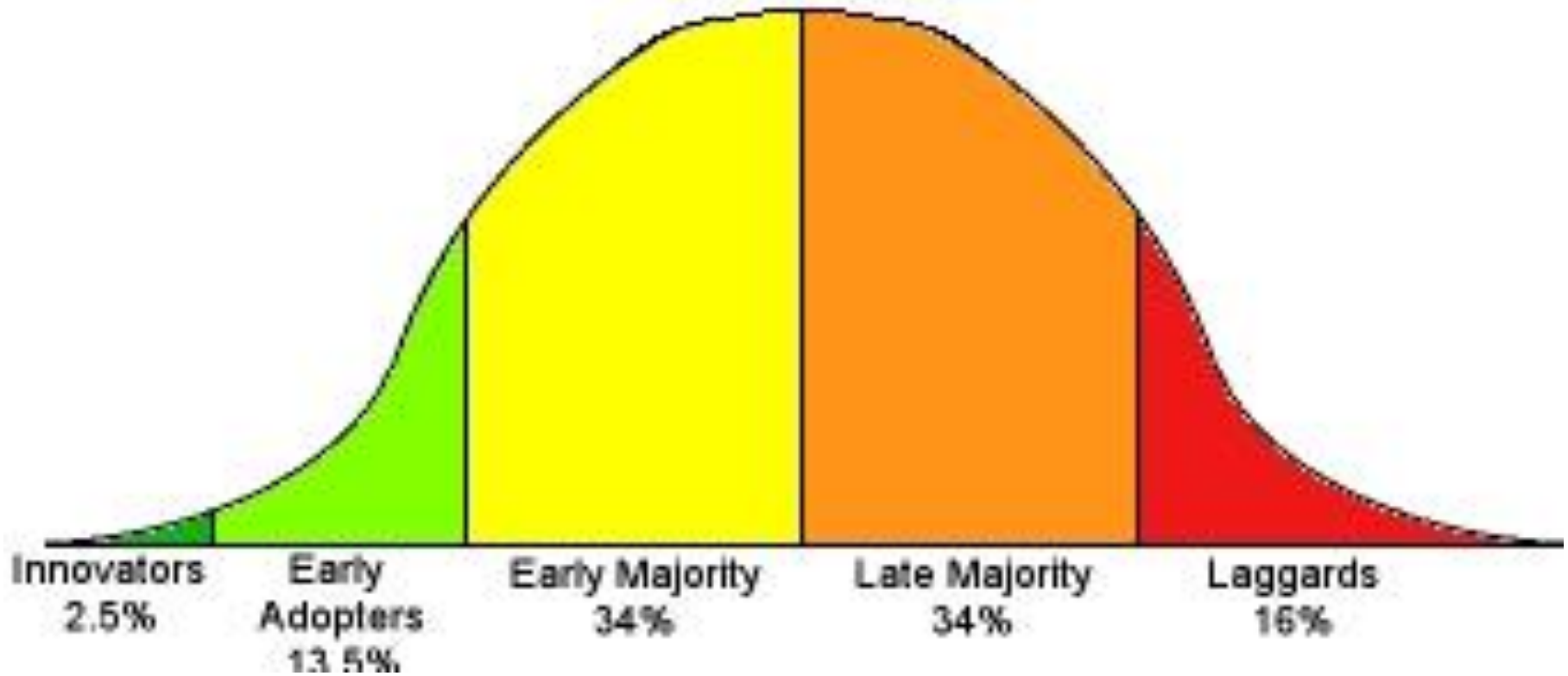
- Faithful Giving and Physical Participation
- Accountability Partnership and Capacity Building
- Demonstrating Excellence and Campus Quality
- Friend Raising and Student Recruitment
- Being a Brand Ambassador

THERE ARE COLLEAGUES AND CRITICS

Rogers' Stages of Adoption

- The Innovators/Immediate Acceptors (2.5%)
- The Early Adopters (13.5%)
- The Early Majority/Late Adopters (34%)
- The Late Majority/Skeptics (34%)
- The Laggard/Resistors (16%)

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THE TRUTH ABOUT HUMAN ACTIONS

“ We judge ourselves based on our intentions;
but we judge others based upon their actions.”

--

3 TYPES OF ORGANIZATIONS

WATCHERS

Desperate Æ bottomed out; last ditch effort

WONDERERS

Cruising along Æ mediocre results; remembers past achievements

MAKERS

Top of form Æ first rung leader; modifying to meet challenges

LOOKING FORWARD TOWARD 2020

- Institutional Vision and Strategy
- Academic Programs and Delivery of Services
- Financial Projections and Resource Management
- Campus Culture and Climate
- University Representation
- Long-range Planning and Systems

INDIRECT COST RECOVERY PROPOSAL

Campus Ę convocations, campus improvements (20%)

Academic Affairs Ę commencement costs (20%)

School Ę instructional or unit improvements (20%)

Department Ę faculty travel or equipment (20%)

Principal Investigator Ę anything except base salary (20%)

A new 100% distribution rather than a general operations black hole.

GOALS FOR MOVING FORWARD

Kentucky State University (KSU) will evince an engaged

TOWARD OUR SHARED VISION FORWARD

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bck 'Ug'Yj Yfž']g'bUhi fYDj]bYI cfUV`Y']a dYfUh]j Y"Î
-- *H. G. Wells*

"The real voyage of discovery
consists not in seeking new landscapes
Vi hi]b `Uj]b['bYk 'YmYg"Î
-- *Marcel Proust*



LESSONS LEARNED AND NEW GOALS

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Consider the ant and be wise.

Never get tired of doing good work.

You can only spend a dollar one time.

Ultimate AIM :

The reputation of Kentucky State University for academic excellence, managerial effectiveness, and esprit de corps will be second to none Ë

“Hail to our Alma Mater, dear is Her name,
And there shall be no other to surpass Her fame.”

ENCAMPMENT 2017

Kentucky State University Family Oath

As a member of the Kentucky State University family,

I pledge to maintain honesty and integrity in my academic and personal life.

I understand that cowardly or shameful acts violate our shared bond

and undermine the community of trust and respect for which we are all stewards.

and to work for the betterment of those who are around me and others who come after me.

~ QUESTIONS & ANSWERS ~

