

# Chapter 2: Objectives and Methodology

## 2.1 Background

Since 1986, and the release of the University of Kansas' Institute for Public Policy and Business Research's *State Economic Development Study*, directed and coordinated by Professors Tony Redwood and Charles Krider, Kansas has been continuously involved in a process of high-level economic strategy development. The *Redwood-Krider Executive Report: Basic Findings, Implications and Strategy* set a new standard in state economic development efforts by identifying critical weaknesses in the Kansas economy that would further slow economic growth if not addressed for the coming years.

Two subsequent developments helped stave off state economic downturn in the wake of that report:

- Forty-six of the fifty recommendations for policy and program options made by Redwood and Krider were adopted and implemented by the legislature.
- The U.S. economy pulled out of its late 1980s recession, and Kansas' economic performance improved in a number of sectors.

Through two additional strategic assessments, *A Kansas Vision* (1993), and later *A Kansas Vision for the 21<sup>st</sup> Century* (1997), Kansas has continued to monitor and steer its state level activities in economic development. However, there is a widely-shared view that the visioning exercises have not led to implementation on the scale of the 1986-88 period.

In late April 2000, Kansas, Inc. (a private-public partnership evolving from the Redwood-Krider recommendations, tasked with long-range strategic planning), issued a request for proposals (RFP) for an update of the vision and an assessment of the state's economic progress. The Economic Competitiveness Group, Inc. of Sausalito, California, supported by Cambridge Systematics of Cambridge, Massachusetts, was awarded a consulting contract to evaluate and update the goals and objectives set forth by *A Kansas Vision for the 21<sup>st</sup> Century*, and to lead current Kansas stakeholders through a strategic economic development planning process for the purpose of creating specific strategies with which to achieve state competitiveness in the knowledge economy of the 21<sup>st</sup> century. The end result of this project would be the generation by the consulting team of a Comprehensive Strategic Plan Update for the state of Kansas.

The team undertook this assignment by employing a nine-month program of evaluation, analysis, and strategy development through a variety of information gathering and processing techniques. The team has conducted:

- A baseline competitiveness analysis.
- Individual interviews with private sector, academic, and public policy leaders.
- A series of conference appearances, including the KIDA, the University of Kansas Economic Policy Outlook Conference, the Rural Policy Symposium (K-State), and the KCCI Caucus.
- Six industry sector meetings to identify issues of concern and strategies for private sector expansion and improvement (value-added agriculture, aerospace, energy, materials, life sciences/biomedical, and information technology/communications).
- Five meetings of a Technical Advisory Committee (selected by Kansas, Inc. and made up of 30 members from private, public and academic institutions).
- Briefings of project progress and preliminary findings to the Kansas Legislature.

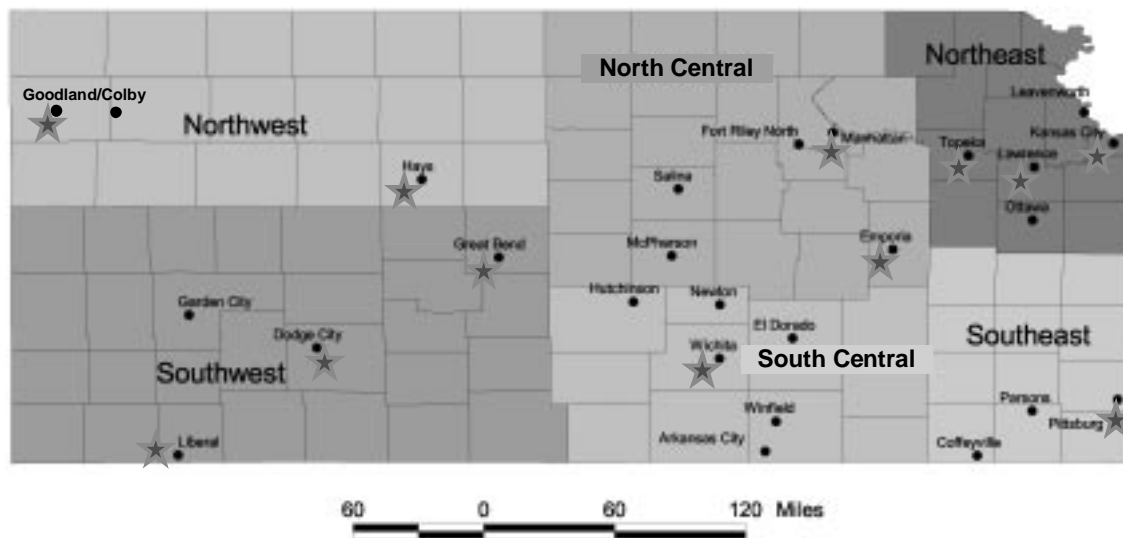
Figure 2.1 below shows the project time line.

**Figure 2.1: Project Schedule**

TASK	DESCRIPTION	2000					2001					
		Aug	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May	June
<b>PHASE I: COMPETITIVENESS ASSESSMENT</b>												
1	<b>Assessing Kansas' Competitiveness</b>	█										
	Conduct Interviews		█									
	Focus Groups			█								
2	<b>Issues Identification &amp; Assessment</b>		█									
	Univ Kansas Economic Outlook Conference		█									
	Wichita Stakeholder Meeting			█								
	Rural Policy Symposium -- Manhattan				█							
	Regional Stakeholder Meetings					█						
<b>PHASE II: COLLABORATIVE STRATEGY DEVT</b>												
3	<b>Legislative Consultation Process</b>				█					█		
4	<b>Collaborative Strategy Development Process</b>		█									
4a	Assessment of Existing Programs		█									
4b	Team Strategy Development Retreat					█						
4c	Draft Final Report Preparation					█	█					
4d	Strategy Development Summit							█				
<b>PHASE III: STRATEGY REFINEMENT &amp; IMPLEMENTATION PLANNING</b>												
	Feedback on Draft Report								█			
	Submission of Final Report										█	

The team has visited a variety of locations throughout Kansas, summarized in Figure 2.2.

**Figure 2.2: Places Visited in Kansas**



The 2000-2001 period has been an auspicious time for conducting this strategy update. The Governor's Vision 21<sup>st</sup> Century Task Forces completed their reports in December 2000, The Legislative Division of Post-Audit submitted its Performance Audit Report of Economic Development in January 2000, and the National Council on Competitiveness is targeting completion of its assessment of the aerospace cluster in Wichita for June 2001. At the same time, recent developments in the broader U.S. economic outlook have sharpened interest in refining the vision and strategies necessary to achieve a more prosperous future, rich with economic opportunities, for the next generation of Kansans.