

KY COUNCIL ON POSTSECONDARY EDUCATION MEETING AGENDA

Friday, February 22, 2019 - 10:00 AM
CPE Offices, Conf Rm A



1. Call to Order
2. Comments from the President
3. 2018 Annual Report - KY's Community and Technical Colleges & System 2
4. Proposed Council Resolutions 10
5. Action Items
 - a. Approval of Minutes 12
 - b. 2019-20 Tuition & Mandatory Fees - Kentucky State University 28
 - c. Interim Capital Project Request 34
 - d. New Academic Programs 40
6. Discussion and Information Items
 - a. Comments from the Commissioner of Education
 - b. Moving Kentucky into the Top Tier for Talent 56
 - c. 2018 Report of Kentucky State University's Management Improvement Plan 74
 - d. 2019 Legislative Session Update 95
 - e. Expiration of Administrative Regulations 100
 - f. Reorganization of Kentucky Adult Education 101
 - g. Update from the Committee on Equal Opportunities 108
 - h. Executive Committee Report 110
 - i. Reports from the Institutions 112
7. Nominating Committee Report & Election of the 2019 CPE Chair and Vice Chair 129
8. Other Business
9. Adjournment

The Council's next regularly-scheduled meetings are April 25-26, 2019. The location and agenda will be made available on the CPE website.

TITLE: 2018 Annual Report – KY’s Community and Technical Colleges and System

DESCRIPTION: Council members will receive the 2018 Strategic Agenda performance presentation from the community and technical college system, otherwise known as KCTCS.

PRESENTERS: Jay Box, President, KCTCS
Koffi Akakpo, President, Bluegrass CTC
Ty Handy, President, Jefferson CTC
Juston Pate, President, Elizabethtown CTC
Sherry Zilka, President, Big Sandy CTC

SUPPORTING INFORMATION

There are 2 attachments to support this verbal report:

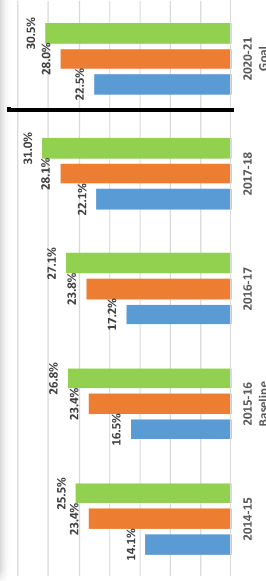
1. “Placemat” showing the KCTCS system-level highlights
2. Handout of key performance indicators on the following metrics:
 - Three-year graduation rate
 - First- to second-year retention rate
 - Degrees and credentials awarded
 - Undergraduate enrollment
 - Average number of credit hours at graduation
 - Average net price
 - Progress of underprepared students in math and English
 - Transfers with an associate degree
 - Dual credit

Metrics for each individual KCTCS campus can be viewed here:

https://public.tableau.com/profile/kentucky.cpe2201#!/vizhome/Institutional_Scorecard_SA_KCTCS/OpportunityKCTCS?publish=yes

KCTCS SYSTEM-LEVEL HIGHLIGHTS

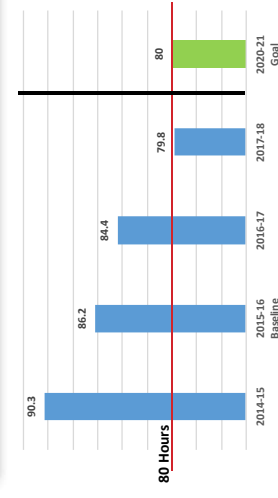
Three-Year Graduation Rates



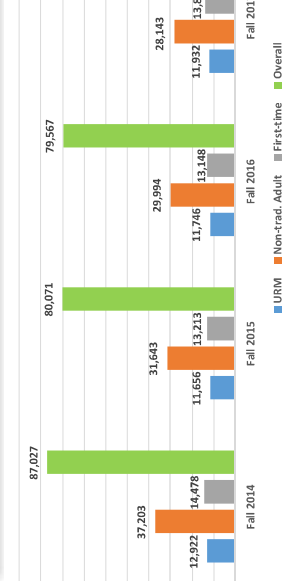
Degrees & Credentials Awarded



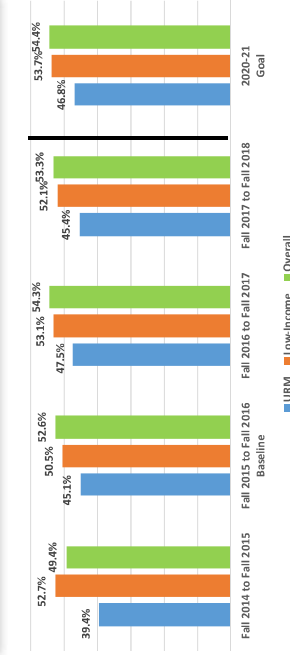
Average Credit Hours to Degree



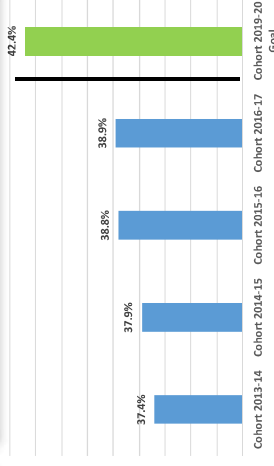
Enrollment



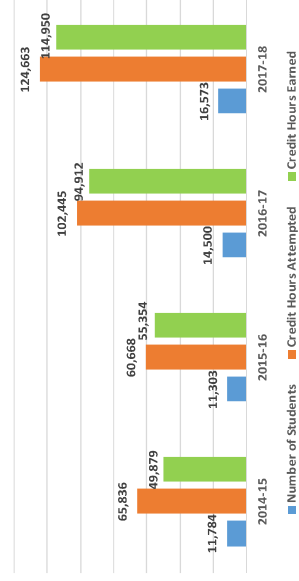
First-Year to Second-Year Retention



Transfers with an Associate Degree



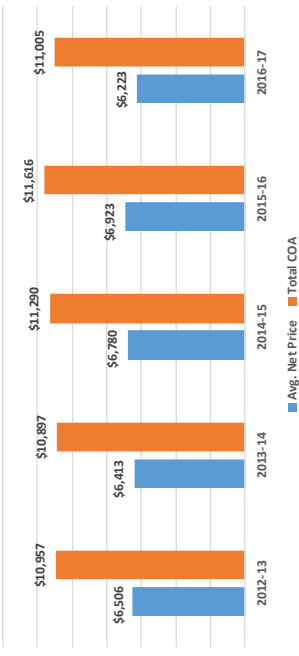
Dual Credit



Success of Underprepared Students in Gateway Courses



Average Net Price & Total Cost of Attendance



CPE Key Performance Indicators

Overview

Three-Year Graduation Rate

- **Why is this measure important?** It measures the percent of first-time, full-time freshmen graduating within 150 percent of program length. It is a measure of both efficiency and student persistence. A high value on this measure benefits a state in two important ways: 1) it leads to higher degree production and a better educated citizenry, and 2) the postsecondary pipeline functions better - students move through the pipeline more quickly, allowing room for others to enter. This statistic does not account for transfers across colleges or part-time students at time of entry.
- **What is the technical definition?** First-time, full-time, associate or credential-seeking students entering in the fall semester (or entering in the summer and continuing in the fall), who graduate with an associate degree or credential within three years from their native institution, total and disaggregated by low-income and URM status.
- **How do we compare with national and regional performance?** According to the National Center for Education Statistics, the average graduation rate for 2-year public colleges is 22%. The Southern Regional Education Board reports that the average 2-year public college graduation rate in the southern region is 16.5%.
- **Key questions to consider:**
 - Are colleges making significant progress toward their targets? If so, what strategies have they employed? If not, what are the barriers?
 - Are colleges closing gaps between overall graduation rates and low-income, underrepresented minority student rates?

First to Second-Year Retention Rate

- **Why is this measure important?** Students are more likely to drop out of postsecondary education during the first year than at any other time. If a state can implement policies that increase retention rates (either among colleges or through transfer), the likelihood of students persisting to graduation is far greater.
- **What is the technical definition?** The percentage of first-time degree or credential-seeking students from the previous summer/fall who either re-enrolled or successfully

completed a credential by the current fall, disaggregated by total, low-income and underrepresented minority status.

- **How do we compare with national and regional performance?** According to the National Center for Education Statistics, the average retention rate for 2-year public colleges is 61%. The Southern Regional Education Board reports that the average 2-year public college rate in the southern region is 58%.
- **Key questions to consider:**
 - Are colleges making significant progress toward their targets? If so, what strategies have they employed? If not, what are the barriers?
 - Are colleges closing gaps between overall retention rates and low-income, underrepresented minority student rates?

Degrees & Credentials Awarded

- **Why is this measure important?** Like graduation rates, this measure captures the overall performance of colleges in getting students to the finish line. The number of degrees and credentials awarded is closely related to enrollment. However, the number of degrees and credentials awarded can be increased by strategies to improve retention and time to degree. Improved performance on this measure contributes to increased educational attainment, a stronger workforce, and improved opportunity for Kentucky citizens.
- **What is the technical definition?** Yearly production is calculated by counting the total number of degrees and credentials conferred (which is a duplicated student headcount) from July 1st to June 30th.
- **Key questions to consider:**
 - Are colleges making significant progress toward their targets? If so, what strategies have they used? If not, what are the barriers?
 - Is production growth equal to or exceeding 1.7% average annual growth rate (AAGR), which is the projected AAGR needed for state-level progress toward the KY attainment goal (60% of KY residents will have a postsecondary credential by the year 2030).
 - Are underrepresented minority and low-income degree/credential counts keeping pace with overall degree/credential growth?

Undergraduate Enrollment

- **Why is this measure important?** Enrollment is a critical measure for each college because it indicates program demand and affordability within its service region and beyond. The measure is assessed by disaggregating first-time and adult students, which reflects high school graduates' interest in a college and degree program, as well as adults' interest in pursuing additional workforce training. Enrollment numbers create the student pipeline for degree production, which contributes to increased educational attainment, a stronger workforce, and improved opportunity for Kentucky citizens.
- **What is the technical definition?** An unduplicated undergraduate headcount on fall census day, disaggregated by underrepresented minority, adult, and first-time students. (Note that colleges were not asked to set targets for this metric.)
- **Key questions to consider:**
 - Are enrollment trends for each college similar to state-level trends?
 - What factors influence first-time and adult enrollment?
 - Are underrepresented minority counts following overall enrollment trends?

Average Number of Credit Hours at Graduation

- **Why is this measure important?** This measure is an efficiency indicator for degree completion. Increasing time and credit hours to complete a degree increases the risk of dropping out and adds to the overall cost. Colleges are making efforts to reduce credit hours completed but not used toward degree requirements, such as remedial coursework, transfer credit hours not accepted for the major, and credit hours not used toward degree completion after change of major.
- **What is the technical definition?** Average credit hours earned by associate degree graduates at two-year KY colleges. Note that 60 academic credit hours are required for completion of an associate degree.
- **Key questions to consider:**
 - Are colleges making significant progress toward their targets? If so, what strategies have they used? If not, what are the barriers?
 - Are averages decreasing toward 60 hours?

- Do barriers vary by college in terms of specific populations (e.g., transfer students) or academic programs?

Average Net Price

- **Why is this measure important?** Average Net Price is the most commonly used measure of affordability because it is standardized to calculate costs per student on every college campus. Net Price is preferred over “sticker price,” because the latter does not take into account the grants and scholarships students receive that offset the total cost.
- **What is the technical definition?** The total cost of education for a first-time, full-time undergraduate student, minus any grant or scholarship aid. Average net price is generated by subtracting the average amount of government (federal, state, local) or institutional grant and scholarship aid from the total cost of attendance. Total cost of attendance is the sum of published tuition and required fees, books and supplies, and the weighted average for room and board and other expenses. This is a federal government metric.
- **How do we compare with national and regional performance?** According to the National Center for Education Statistics, the average net price (for 2-year public institutions) in 2015-16 was \$7,200. The Southern Regional Education Board reports that the average net price in 2014-15 was \$7,125. (Note that colleges were not asked to set targets for this metric.)
- **Key questions to consider:**
 - While price is increasing at most colleges, do averages remain below national and SREB benchmarks?

Progress of Underprepared Students in Math and English

- **Why is this measure important?** Students entering Kentucky colleges not qualifying as college ready (“underprepared”) are among the highest risk students for dropping out. These students are more likely to be minority, low-income or first-generation college students. Colleges have developed innovative programs, support systems and alternative pathways for underprepared students. This metrics assesses the effectiveness of these efforts and resource allocations.

- **What is the technical definition?** The percentage of first-time, full-time, degree-seeking undergraduates underprepared in English or mathematics who complete a credit-bearing course in that subject by the end of the fall semester a year after entry. Denominator: First-time, full-time undergraduate degree and credential-seeking students who were underprepared in English or math (statewide college readiness standards incorporate all entrance exams used in the admissions process and all placement exams taken on college) at entry (summer/fall semester). Numerator: the number who successfully completed at least one non-developmental course during the summer, fall, spring, or following summer/fall semester in English or math. Successful course completion is defined as having a grade of A, B, C, D or P. There is no comparable national or regional data on this measure.
- **Key questions to consider:**
 - In the academic year 2016-17, KY public colleges began implementing a co-requisite model of developmental education to replace traditional remediation pathways for underprepared students. How is this strategy helping colleges?
 - More Kentucky students are testing “college-ready.” Has this changed the way colleges are providing support to their shrinking underprepared populations? Are they implementing more focused support systems?

Transfers with an Associate Degree

- **Why is this measure important?** This measure allows the assessment of the two to four-year institutional pipeline. The more efficient the pipeline, the more benefit to the student in terms of continuing education and affordability.
- **What is the technical definition?** The percent of KCTCS students who earn an associate degree and then transfer to a four-year institution by the next academic year.
- **Key questions to consider:**
 - Are colleges making significant progress toward their targets? If so, what strategies have they used? If not, what are the barriers?

Dual Credit

- **Why is this measure important?** This measure gives indicates how many students are utilizing the state sponsored Dual Credit Scholarship Program and taking advantage of dual credit opportunities.
- **What is the technical definition?** Credit hours attempted and credit hours earned by high school students who take a course in which they receive both high school and college credit. The number of students participating is an unduplicated count (students are only counted once, regardless of how many dual credit hours they attempt or earn).
- **Key questions to consider:**
 - Is the creation of the Dual Credit Scholarship Program the reason for the explosion of dual credit participation?
 - Are students with dual credit hours graduating in less time than their non-dual credit counterparts?
 - Are dual credit courses aligned with high-demand programs?

Appendix: Description of Student Populations

- Underrepresented Minority Student (URM): Black, American Indian or Alaskan Native, Hispanic or Latino, Native Hawaiian or Other Pacific Islander, and two or more races.
- Low-Income Student (LI): A student who received a Pell grant during any time during his/her first year of undergraduate studies.
- Adult Student: Working-age student 25-64 years of age.
- First-Time Student: A student is identified as a first-time student if she has graduated from high school and has not previously earned credits in the degree level for which she is enrolled (unless the credits were earned before graduation from high school).
-

TITLE: Proposed Council Resolutions

RECOMMENDATION: CPE Chair, Sherrill Zimmerman, will present the resolution(s) described below for approval.

PRESENTER: Sherrill Zimmerman, Chair, CPE

SUPPORTING INFORMATION

Periodically, the Council recognizes certain individuals for their support of and service to postsecondary education in Kentucky. At the meeting, resolutions for the following individuals will be proposed for approval by the Council:

- Kate Akers, former executive director of the Kentucky Center for Education and Workforce Statistics, later renamed the Kentucky Center for Statistics

Kentucky Council on Postsecondary Education

A RESOLUTION HONORING AND COMMENDING

KATHRYN S. AKERS

for her service to postsecondary education in the Commonwealth

WHEREAS, Kate Akers served as Executive Director of the Kentucky Center of Education and Workforce Statistics, later renamed the Kentucky Center for Statistics (KySTATS), from June 2013 through January 2019; and

WHEREAS, Kate was instrumental in the development of one of the nation's most robust state longitudinal data systems, linking education, training, employment, labor market, and social service information; and

WHEREAS, the data and analysis KySTATS produced, informed public opinion and shaped policy decisions at the state and local level; and

WHEREAS, under Kate's leadership, KySTATS published critical reports, data visualizations, and research including the High School Feedback Reports, County Profiles, Postsecondary Feedback Reports, and Teacher Preparation Feedback Reports; and

WHEREAS, a graduate of Transylvania University and the University of Kentucky, Kate has devoted her professional career to the betterment of education in Kentucky; and

WHEREAS, she has been an unwavering advocate for and friend of the Council on Postsecondary Education;

NOW, THEREFORE, BE IT RESOLVED, that the Council on Postsecondary Education does hereby adopt this resolution on February 22, 2019, thanking Kate S. Akers for her dedication and service, and wishing her best wishes in her new role as Assistant Vice Chancellor for Education and Business Intelligence at Pennsylvania's State System of Higher Education.

Sherrill Zimmerman, Chair

Aaron Thompson, Ph.D., President

MINUTES

Council on Postsecondary Education

Meeting: 2018 Annual Strategic Agenda Performance Updates - Comprehensive Universities
Date: November 15, 2018
Time: 1:00-7:45 p.m. CT
Location: Southcentral Kentucky Community & Technical College, Bowling Green

CALL TO ORDER

The Council on Postsecondary Education met Thursday, November 15, 2018, at 1:00 p.m., CT, at Southcentral Kentucky Community and Technical College in Bowling Green, Kentucky. Chair Sherrill Zimmerman presided.

The purpose of the meeting was to receive the 2018 Strategic Agenda performance presentations from the four-year comprehensive universities.

ATTENDANCE

Members in attendance: Ben Brandstetter, Joe Ellis, Kim Halbauer, Lori Harper, Donna Moore, Kristi Nelson, Robert Staat, Sherrill Zimmerman, and Wayne Lewis

Members not in attendance: Ron Beal, Lucas Mentzer, Vidya Ravichandran, Shawn Reynolds, Sebastian Torres, and Carol Wright

CPE President Aaron Thompson attended the meeting, and served as Secretary of the board, per the CPE Bylaws. Heather Faesy, CPE's senior associate for Board Relations, served as recorder of the meeting minutes.

STATEWIDE DATA BRIEFING ON KY'S COMPREHENSIVE UNIVERSITIES

Presenters:

Dr. David Mahan, CPE's Associate Vice President for Data and Research

Ms. Lee Nimocks, CPE's Vice President for Policy, Planning & External Relations

Ms. Nimocks and Dr. Mahan reminded the Council of how the accountability system was developed and provided them with a brief statewide look at the performance of the four-year comprehensive universities. Dr. Mahan reviewed the types of metrics provided in each university's handout, including those that may be new to the Council (average net price by campus, in-state completion rates, and fall 2018 enrollment data).

Each comprehensive university's president (or designee) was asked to provide 10-15 minutes of prepared comments to the Council, and allow for 15-20 minutes for questions and additional conversation.

MOREHEAD STATE UNIVERSITY – 2018 ANNUAL REPORT

Presenter: Dr. Jay Morgan, President, Morehead State University (MoSU)

Dr. Morgan presented MoSU's annual strategic agenda performance during the 2017-2018 academic year. Dr. Morgan's priorities for students are service and affordability, and he provided additional context on what that means. He discussed key strategies over the year, which included increasing the number of students living on campus, freshman admission levels, and retention levels. He was also proud of the increase in underrepresented minorities enrolled in the past year.

Dr. Morgan answered several questions from the Council pertaining to MoSU's programs of distinction, the buildings demolished in the last year and half, and MoSU's struggle to increase the success of students underprepared in math. When asked how the Council can help MoSU with its success, Dr. Morgan asked the Council to advocate for a study on the long-term effects of increased pension costs and a continuous review of the performance funding model and whether it's meeting its intended purpose.

MURRAY STATE UNIVERSITY – 2018 ANNUAL REPORT

Presenter: Dr. Bob Jackson, Interim President, Murray State University (MuSU)

Dr. Jackson presented MuSU's annual strategic agenda performance during the 2017-2018 academic year. Due to weather conditions, Dr. Jackson presented by teleconference. He discussed several methods taken to improve retention rates, as well as the focus on STEM+H degrees and graduation rates. A current area of focus for MuSU is increasing enrollment.

Dr. Jackson answered several questions from the Council pertaining to the percentage of students obtaining employment after graduation, the number of programs that MuSU is considering discontinuing due to low enrollment/demand or unnecessary duplication in the region, and the declining enrollment of international students. When asked how the Council can help MuSU with its success, Dr. Jackson asked that the Council continue to advocate for the reinvestment in higher education and include a measure that looks at mandated costs at the institutions as a percentage of state appropriations. He also asked the Council to advocate for a state investment in deferred maintenance of its buildings.

EASTERN KENTUCKY UNIVERSITY – 2018 ANNUAL REPORT

Presenter: Mr. David McFaddin, Vice President of Engagement, Regional Stewardship, and Government Relations, Eastern Kentucky University (EKU)

Mr. McFaddin presented EKU's annual strategic agenda performance during the 2017-2018 academic year. Due to travel issues, Mr. McFaddin presented for EKU's President, Dr. Michael Benson. Mr. McFaddin highlighted several areas of success for EKU, including the four-year and six-year graduation rates, time-to-degree completion, total degrees awarded, and the number of transfer students enrolled. Areas of focus in the coming year include targeted enrollment growth and affordability.

Mr. McFaddin answered several questions from the Council pertaining to additional measurements that should be monitored, EKU's partnerships with KCTCS, its other campuses and businesses, and the strategic changes and efficiencies made to the university since 2012.

KENTUCKY STATE UNIVERSITY – 2018 ANNUAL REPORT

Presenter: Dr. M. Christopher Brown, President, Kentucky State University (KSU)

Dr. Brown presented KSU's annual strategic agenda performance during the 2017-2018 academic year. Dr. Brown highlighted several areas of improvement for KSU, including undergraduate enrollment and degrees awarded. He also addressed "the great purge" in 2014-16, which caused almost 1,300 students to be removed from their enrollment numbers. This enrollment decline caused a long-term effect that will not stabilize until the fall of 2020. He was especially proud of KSU's four-year graduation rate, which doubled from 9 percent to almost 18 percent from 2017 to 2018. Areas of focus for KSU include educational quality and increasing graduation and retention rates.

Dr. Brown answered several questions from the Council pertaining to the resources required to keep KSU on the path of continuous improvement, programs implemented to improve student success, additional faculty needs and faculty morale improvements in the last two years, and KSU's relationships with businesses and surrounding communities and school systems. When asked how the Council can help KSU, Dr. Brown stated that an extension of the hold-harmless provision on the performance funding model is needed to help the campus stabilize public funding.

NORTHERN KENTUCKY UNIVERSITY – 2018 ANNUAL REPORT

Presenter: Dr. Ashish Vaidya, President, Northern Kentucky University (NKU)

Dr. Vaidya presented NKU's annual strategic agenda performance during the 2017-2018 academic year. Dr. Vaidya provided additional context on several metrics and areas of change at NKU, including first-year to second-year retention rates, budgetary changes, and reallocating money from merit-based to need-based aid. He also discussed NKU's partnership with Kroger to fund the pantry that addresses food insecurity issues among students, and announced that NKU has received the military-friendly gold status award for its dedication to veterans.

Dr. Vaidya answered several questions from the Council pertaining to NKU's programs of distinction, his impression of Kentucky's performance-based funding and whether it sets NKU up for success, and low faculty morale due to continual budget reductions and increasing pension obligations. When asked how the Council can help NKU in its success, Dr. Vaidya stated that advocacy is key; otherwise, each partner and participant working in higher education is fighting a losing battle.

WESTERN KENTUCKY UNIVERSITY – 2018 ANNUAL REPORT

Presenter: Dr. Tim Caboni, President, Western Kentucky University (WKU)

Dr. Caboni presented WKU's annual strategic agenda performance during the 2017-2018 academic year. Dr. Caboni addressed the budgetary-influenced changes on campus since his arrival in 2017, including aligning resources with a focus on enrollment, persistence and other measures most aligned with WKU's mission. He highlighted several focus areas for WKU, including retention and persistence rates, meeting the special needs of disadvantaged students, a shift from developmental courses to corequisite courses in math and English, and helping students understand the true cost of attendance instead of focusing simply on the sticker price.

Dr. Caboni answered several questions from the Council pertaining to the number of students enrolled with mental health issues, how WKU focuses on serving the students in their service region, and collaborating with other Kentucky universities to expand their markets and meet their region's workforce needs.

DINNER MEETING

Following the presentations, the Council members were invited to attend a dinner meeting at the National Corvette Museum. Others in attendance included the president, staff and board members of Southcentral Kentucky Community and Technical College (SKYCTC), and Council staff members. Dr. Phillip Neal, SKYCTC president presented on his institution's program offerings, enrollment, and student demographics.

ADJOURNMENT

The day's meetings adjourned at 7:45 p.m. CT.

REVIEWED AND APPROVED BY THE COUNCIL: _____ (date)

DRAFT

MINUTES

Council on Postsecondary Education

Meeting: 2018 Annual Strategic Agenda Performance Updates - Research Universities
Date: November 16, 2018
Time: 8:00 a.m. CT
Location: Southcentral Kentucky Community & Technical College, Bowling Green

CALL TO ORDER

The Council on Postsecondary Education met Friday, November 16, 2018, at 8:00 a.m., CT, at Southcentral Kentucky Community and Technical College in Bowling Green, Kentucky. Chair Sherrill Zimmerman presided.

The purpose of the meeting was to receive the 2018 Strategic Agenda performance presentations from the four-year research universities.

ATTENDENCE

Members in attendance: Ben Brandstetter, Joe Ellis, Kim Halbauer, Lori Harper, Donna Moore, Kristi Nelson, Robert Staat, Sherrill Zimmerman, and Wayne Lewis.

Members not in attendance: Ron Beal, Lucas Mentzer, Vidya Ravichandran, Shawn Reynolds, Sebastian Torres, and Carol Wright.

CPE President Aaron Thompson attended the meeting, and served as Secretary of the board, per the CPE Bylaws. Heather Faesy, CPE's senior associate for Board Relations, served as recorder of the meeting minutes.

STATEWIDE DATA BRIEFING ON KY'S RESEARCH UNIVERSITIES

Presenters:

Dr. David Mahan, CPE's Associate Vice President for Data and Research

Ms. Lee Nimocks, CPE's Vice President for Policy, Planning & External Relations

Ms. Nimocks and Dr. Mahan provided the Council with a brief overview of the performance of the four-year research universities and addressed any questions members had before the first presentation.

UNIVERSITY OF KENTUCKY – 2018 ANNUAL REPORT

Presenter: Dr. Eli Capilouto, President, University of Kentucky (UK)

Dr. Capilouto presented on UK's annual strategic agenda performance during the 2017-2018 academic year. He highlighted several areas of success for UK, including enrollment increases, investments in student success, the removal of a mandatory athletic fee, and a shift toward need-based aid instead of merit-based aid. Areas of focus in the coming year include recruitment of first-time, full-time freshmen; furthering retention efforts; and expanding UK's online education degree offerings.

Dr. Capilouto answered several questions from the Council pertaining to graduates' employment outcomes following graduation, as well as UK's efforts to reduce the number of credit hours obtained at graduation and average debt levels for graduates. When asked what the Council could do to help UK further its success, Dr. Capilouto stated that universities need to be more flexible, and the Council can help create policies that support that need.

UNIVERSITY OF LOUISVILLE – 2018 ANNUAL REPORT

Presenter: Dr. Neeli Bendapudi, President, University of Louisville (UL)

Dr. Bendapudi presented on UL's annual strategic agenda performance during the 2017-2018 academic year. She highlighted several areas of success for UL, including a focus on advising to improve retention and persistence, the high number of underrepresented minorities in graduate programs, and a focus on serving Kentucky residents (over 70% of enrollment). Areas they are working on include implementation of corequisite models of developmental education and expanding research and partnerships with other universities and the business community.

Dr. Bendapudi answered several questions from the Council pertaining to how UL is helping students underprepared in mathematics, its strategies to link postsecondary attainment to Kentucky's economic development, and its plans to grow out-of-state enrollment. Additionally, Dr. Lewis commended UL's School of Education on their collaborations with the Jefferson County public schools. When asked what the Council could do to help UL further its success, Dr. Bendapudi stated that the Council could advocate and promote the value of higher education as well as recognizing each university for individual contributions toward the collective good of Kentucky.

BREAK

The Council adjourned for a break before beginning the business meeting at 9:40 a.m., CT. Separate meeting minutes were recorded for the business meeting.

REVIEWED AND APPROVED BY THE COUNCIL: _____ (date)

MINUTES

Council on Postsecondary Education

Type: Quarterly Business Meeting
Date: November 16, 2018
Time: 9:40 a.m.
Location: Southcentral Kentucky Community & Technical College, Bowling Green

CALL TO ORDER

The Council on Postsecondary Education met Friday, November 16, 2018, at 10:00 a.m., CT, at Southcentral Kentucky Community and Technical College in Bowling Green, Kentucky. Chair Sherrill Zimmerman presided.

ATTENDANCE

Members in attendance: Ron Beal, Ben Brandstetter, Joe Ellis, Kim Halbauer, Lori Harper, Lucas Mentzer, Donna Moore, Kristi Nelson, Robert Staat, Sherrill Zimmerman, and Wayne Lewis.

Members not in attendance: Vidya Ravichandran, Shawn Reynolds, Sebastian Torres, and Carol Wright.

CPE President Aaron Thompson attended the meeting and served as Secretary of the board, per the CPE Bylaws. Heather Faesy, CPE's senior associate for Board Relations, served as recorder of the meeting minutes.

WELCOMING REMARKS

Chair Zimmerman welcomed everyone and thanked President Phillip Neal and the Southcentral Kentucky Community and Technical College staff for hosting the meetings on November 15 and 16, as well as the dinner at the National Corvette Museum on the 15th.

The Chair also gave an overview of the campus performance presentations. Overall, six-year graduation rates have improved, achievement gaps for low-income and underrepresented minority students are narrowing, and bachelor's degree production is up for the fourth consecutive year. There were no significant gains in retention, and preliminary fall data indicate that enrollment is down. Average net price among the

comprehensive universities has increased, although the amount is still below national and SREB averages.

And finally, Chair Zimmerman welcomed Aaron Thompson to his first meeting presiding as President of the Council. She also thanked the committee and staff for their work during the national search process. Ms. Nelson also thanked the committee for lending their time and expertise to the process.

REPORT FROM THE COMMISSIONER OF EDUCATION

Presenter: Wayne Lewis, Commissioner, KY Department of Education

The Commissioner of Education's written report was included in the agenda materials. Dr. Lewis commented on concern surrounding testing in the proposed high school graduation requirements and clarified the requirements that are now included.

THE QUALITY ASSURANCE COMMONS FOR HIGHER EDUCATION*

Presenters: Melissa Bell, CPE's associate vice president of Academic Affairs
Ralph Wolff, founder and president of The Quality Assurance Commons

*This session is part two of a five-part series titled "*Strengthening Partnerships and Alignment between Higher Education and the Workforce*," which focuses on several postsecondary programs and strategies to prepare students for dynamic, meaningful careers and respond to the needs of Kentucky employers.

QA Commons' Essential Employability Qualities Certification is a quality assurance process that identifies certificate, associate, and baccalaureate programs that prepare graduates with the Essential Employability Qualities (EEQs). The EEQs are centered on people skills, problem-solving abilities, and professional strengths that are needed to thrive in the 21st century workforce. EEQ certification will signal to employers that a program focuses on these EEQs and will engage employers in program design and evaluation.

Kentucky is the first state to pilot this certification process. Three KCTCS institutions (Bluegrass Community and Technical College, Gateway Community and Technical College, and Jefferson Community and Technical College) will participate, as will Kentucky State University, Murray State University, and the University of Kentucky. Each institution will choose at least three academic programs that will go through the EEQ certification process. The programs will be evaluated on criteria related to graduate preparation, career support services, employer engagement, student and

alumni engagement, and public information. Programs that meet all of the criteria will be EEQ Certified in spring 2020. The six participating campuses will work together in a learning community to share resources and best practices. A Steering Committee comprised of institutional leadership and key employers in the state will guide the initiative.

Throughout the presentation, the presenters answered several questions from the Council including the number of participants and evaluation methods in the process. Ms. Nelson suggested the program include background checks and screenings for drug offenses as part of the degree certification. Dr. Staat remarked positively on this program's relationship to K-12 career development pathways.

APPROVAL OF MINUTES

The minutes of the September 20 and 21, 2018 and October 25, 2018 meetings were approved as distributed.

CPE PRESIDENT CONTRACT

Presenter: Sherrill Zimmerman, CPE's chair

Chair Zimmerman presented the executive committee's recommendation, which was approved at their meeting on November 15, 2018:

The executive committee recommended a two-year contract for Dr. Aaron Thompson as president of the Council on the Postsecondary Education with a base annual salary of \$275,000 including the standard state benefits and an allowance to cover all expenses related to a vehicle. In addition, it was recommended that the Council provide Dr. Thompson with the opportunity each year to earn incentives for meeting specified goals in an amount up to thirty (30) percent of his base salary, the total of which would not exceed the maximum salary limitations set forth by KRS 164.013. Those incentives and related goals would be negotiated and agreed upon prior to the beginning of each calendar year by Dr. Thompson and the chair and vice chair on behalf of the Council. The Council chair will report on the annual goals and incentives structure to the full Council at its first meeting of the calendar year. Further, the committee recommended the final contract, within the parameters described, be negotiated and finalized with President Thompson by the chair and vice chair on behalf of the Council.

Ms. Halbauer suggested the full executive committee be responsible for the finalization of the incentive plan parameters. Chair Zimmerman asked that the Council members

submit their thoughts on those parameters within the next few weeks before the executive committee meets. Additionally, Ron asked that a formal process for the development of the annual incentive plan parameters be in place prior to the next calendar year.

MOTION: Ms. Moore moved that the Council accept and approve the executive committee's recommendation, with the exception that the incentives and related goals shall be negotiated and agreed upon by the full executive committee, instead of the chair and vice chair, on behalf of the Council. Mr. Beal seconded the motion.

VOTE: The motion passed.

NEW ACADEMIC PROGRAMS

Presenter: Melissa Bell, CPE's associate vice president of Academic Affairs

KRS 164.020 (15) empowers the Council on Postsecondary Education to define and approve the offering of all postsecondary education technical, associate, baccalaureate, graduate, and professional degree, certificate, or diploma programs in the public postsecondary education institutions.

- 1) Bachelor of Science in Civil and Sustainability Engineering (CIP 14.0801) - Murray State University

Program Contact: Danny Claiborne, chair of the Institute of Engineering
Dr. Claiborne answered several questions on the total number of credit hours, additional expenses to operate the program, and the number of businesses available and able to accommodate student internships.

MOTION: Mr. Brandstetter moved the Council approve the Bachelor of Science in Civil and Sustainability Engineering at Murray State University. Dr. Staat seconded the motion.

VOTE: The motion passed.

- 2) Master of Science in Exercise Science (CIP 31.0505) - Northern Kentucky University

Program Contact: Gary Eippert, Kinesiology
Dr. Eippert answered several questions on the lab work required for the degree, if it is considered a terminal degree, the additional costs to the university to administer the program, and the community's demand for the program.

MOTION: Mr. Staat moved the Council approve the Master of Science in Exercise Science at Northern Kentucky University. Ms. Nelson seconded the motion.

VOTE: The motion passed.

3) Bachelor of Arts in Law (CIP 22.0000) - Northern Kentucky University

Program Contact: Jennifer Kreder, Professor of Law

Ms. Kreder answered several questions on the additional costs to the university to administer the program, the career opportunities for graduates, and how the degree differs from a degree in paralegal studies.

MOTION: Ms. Nelson moved the Council approve the Bachelor of Arts in Law at Northern Kentucky University. Mr. Lucas seconded the motion.

VOTE: The motion passed.

STRENGTHENING OUTREACH AND COMMUNICATIONS

Presenter: Sue Patrick, CPE's executive director of Communications

Ms. Patrick briefed the board on upcoming outreach and communications initiative, including the president's statewide listening tour and increased communication from the agency and president's office about policy issues, state-level projects and initiatives, and higher education performance. She also discussed strategies to engage the board more deeply in communications and advocacy efforts supporting student access and success, and the broader work of the Council.

COMMENTS FROM THE PRESIDENT

Presenter: Aaron Thompson, CPE's president

Dr. Thompson briefed the Council on a new cross-agency working group between the Kentucky Department of Education and the Council that will meet to discuss the actions needed to drive education forward from preschool through postsecondary and identify opportunities for greater collaboration, planning and policy development. The work group will provide a forum for continued discussion and evaluation around topics such as teacher quality, outreach and advising, postsecondary readiness, and transitions between high school and postsecondary programs. Recommendations from the work group may be used to inform policy and program decisions, joint projects, and joint budget requests.

Dr. Thompson also addressed the statewide and campus performance gains over the last year, as well as areas that need focus and improvement. He briefed the Council on the upcoming Postsecondary Education Symposium and board training session on December 18, 2018, and the \$400,000 Lumina Grant to enroll more underrepresented, low-income adults in high-demand postsecondary certificate and degree programs through the Work Ready Kentucky Scholarship program.

IMPROVING OPPORTUNITY AND ACCESS TO POSTSECONDARY EDUCATION: KENTUCKY'S NEW GEAR UP PROGRAM

Presenter: Melissa Bell, CPE's associate vice president of Academic Affairs

The Kentucky Council on Postsecondary Education was awarded a \$24.5 million GEAR UP federal grant to increase the number of low-income students graduating from high school and enrolling in college. The program will serve a minimum of 10,000 students in middle and high schools in at least 10 school districts, and will provide support through their first year of college.

GEAR UP focuses on identifying and closing achievement gaps of low-income, underrepresented and underprepared students. The program provides three categories of services to boost student success: direct services for students and parents, school support services, and statewide and community services.

GEAR UP has three national goals: increasing academic performance and college preparation; increasing high school graduation and participation in college; and increasing student/family knowledge of college options, preparation and financing.

The federal funds are matched dollar-for-dollar by local, state, and national partnerships, for a total impact of \$49 million over a seven-year funding cycle. This is the fourth GEAR UP grant awarded to CPE.

PREVIEW OF UPCOMING LEGISLATIVE SESSION

Presenters: Ron Carson, CPE's senior fellow and legislative liaison
Travis Powell, CPE's vice president and general counsel
David McFaddin, ECU vice president and convener of the BULLs

Mr. Carson briefed the Council on the new House and Senate leadership, the calendar and specifics of the upcoming thirty-day session, and the key issues that may arise concerning postsecondary education. Mr. Powell and Dr. McFaddin provided an update on performance funding and pension issues for the regional universities.

EXECUTIVE COMMITTEE REPORT

Presenter: Sherrill Zimmerman, CPE's chair

Chair Zimmerman discussed the FY 2017-18 audit results presented at the Executive Committee meeting on November 15, 2018. Blue and Company LLP, a certified public accounting agency in Lexington, conducted the audit this year.

The auditors issued an unmodified opinion, stating that the Council's financial statements present fairly, in all material respects, the financial position of the governmental activities, each major fund, and the aggregate remaining fund information of the Council as of June 30, 2017, and the respective changes in financial position for the year then ended in accordance with accounting principles generally accepted in the United States of America. In addition, the expenditures of federal awards and supplementary information are fairly stated in all material respects in relation to the basic financial statements as a whole. The firm also noted that it did not identify any deficiencies in internal control that they consider to be material weaknesses.

Chair Zimmerman thanked the CPE finance and administration and executive staff for their compliance with the audit requirements.

UPDATE FROM THE COMMITTEE ON EQUAL OPPORTUNITIES

The written report was provided in the agenda book. Topics covered included the activities of the CEO meeting on October 22, 2018, and the 2019 CEO meeting dates.

REPORTS FROM THE INSTITUTIONS

Reports from the institutions were provided in the agenda book.

COMMITTEE APPOINTMENTS

Chair Zimmerman made the following committee appointments:

- 2019 Nominating Committee: Ms. Donna Moore, Ms. Kristi Nelson, Mr. Lucas Mentzer
- 2019 Retreat Committee: Ms. Kim Halbauer, Mr. Ron Beal, Dr. Robert Staat, Mr. Ben Brandstetter, Chair Sherrill Zimmerman

- 2020-22 Budget Development Work Group: Dr. Bob Staat, Mr. Ben Brandstetter, Mr. Lucas Mentzer, Chair Sherrill Zimmerman

RESOLUTIONS

The Council approved resolutions for the following individuals:

- Joe Ellis, Council on Postsecondary Education
- Elaine Maher, Council on Postsecondary Education
- Angela Jones, Council on Postsecondary Education

ADJOURNMENT

The Council adjourned the meeting at 1:00 p.m., CT. The next scheduled meetings are February 21-22, 2019 in Frankfort, Kentucky.

REVIEWED AND APPROVED BY THE COUNCIL: _____ (date)

TITLE: 2019-20 Tuition and Mandatory Fee Recommendation,
Kentucky State University

RECOMMENDATION: Staff recommends that the Council approve the following 2019-20 tuition and mandatory fee rates for Kentucky State University.

PRESENTERS: Bill Payne, Vice President for Finance and Administration, CPE
Shaun McKiernan, Director of Finance and Budget, CPE

SUPPORTING INFORMATION

In January, Kentucky State University (KSU) officials submitted a tuition and fee proposal for academic year 2019-20 to the Council, along with tuition and fee revenue estimates for fiscal years 2018-19 and 2019-20. Council staff reviewed KSU's proposed rates and determined that they comply with the resident undergraduate rate ceiling adopted by the Council at its April 27, 2018 meeting. Upon approval by the Council, the proposed rates will establish maximum tuition and mandatory fee charges that may be assessed to students enrolling at KSU during the fall semester 2019, spring semester 2020, and summer term 2020.

Tuition and Mandatory Fees

On April 27, 2018, the Council approved tuition and fee ceilings for Kentucky State University for academic years 2018-19 and 2019-20 that limited the university's base rate increase for resident undergraduate students to no more than 6 percent over two years, with a maximum allowable increase in any one year of no more than 4 percent. At that same meeting, the Council voted to allow institutions to charge market competitive rates for graduate and online courses.

Base rates are defined as total tuition and fee charges minus any Special Use Fees and Asset Preservation Fees previously approved by the Council, and minus an agency bond fee at KCTCS (i.e., BuildSmart Investment Fee). Council staff deduct these fees from total tuition and fees before applying percent increase parameters, which keeps the fees at a fixed amount each year until they expire.

At the June 22, 2018 meeting, the Council approved a base rate increase of 3.9 percent in KSU's resident undergraduate tuition charges for academic year 2018-19, which would have allowed the university to raise its rate by as much as 2.1 percent in 2019-20, given the previously adopted two-year ceiling. As can be seen in the table below, KSU is proposing no increase in its resident undergraduate base rate for 2019-20. KSU's total tuition and fee charges include an Asset Preservation Fee of \$150.⁰⁰ per semester for full-time students (or \$300.⁰⁰ annually) and of \$10.⁰⁰ per credit hour for part-time students. That fee remains unchanged between academic years 2018-19 and 2019-20.

KSU's Board of Regents approved the university's proposed 2018-19 and 2019-20 tuition and fee charges at their June 7, 2018 meeting. At that same meeting, the Board also approved a four-year tuition guarantee, which establishes a fixed tuition and mandatory fee charge for entering full-time students, which will not go up during their first four years of attendance. Also, beginning in the fall 2018 semester, returning students will receive a pro-rata tuition guarantee based on the number of years they have completed (e.g., a student classified as a sophomore will receive a three-year guarantee; a student classified as a junior will receive a two-year guarantee).

KSU Annual Base Rate Comparison				
<u>Rate Category</u>	<u>Current 2018-19 Base Rate Charges</u>	<u>Proposed 2019-20 Base Rate Charges</u>	<u>Dollar Change</u>	<u>Percent Change</u>
Undergraduate				
Resident	\$8,500	\$8,500	\$0	0%
Nonresident	\$19,800	\$19,800	\$0	0%
Graduate				
Resident	\$10,880	\$10,880	\$0	0%
Nonresident	\$15,920	\$15,920	\$0	0%
KSU Annual Tuition and Fee Charge Comparison				
<u>Rate Category</u>	<u>Current 2018-19 Tuition & Fee Charges</u>	<u>Proposed 2019-20 Tuition & Fee Charges</u>	<u>Dollar Change</u>	<u>Percent Change</u>
Undergraduate				
Resident	\$8,800	\$8,800	\$0	0%
Nonresident	\$20,100	\$20,100	\$0	0%
Graduate				
Resident	\$11,180	\$11,180	\$0	0%
Nonresident	\$16,220	\$16,220	\$0	0%
KSU's tuition and fee charges include an Asset Preservation Fee of \$150. ⁰⁰ per semester for full-time students and \$10. ⁰⁰ per credit hour for part-time students.				

Attachment A contains additional categories of tuition and fee charges, including proposed per-credit-hour rates for part-time resident and nonresident undergraduate students, graduate students, and online students. Staff recommends approval of these additional categories of rates as proposed by the university.

Estimated Tuition Revenue

KSU officials estimate that their proposed 2019-20 tuition and mandatory fee charges for all categories of students (i.e., every academic level, residency, and full-time or part-time status) will generate about \$15.9 million in gross tuition and fee revenue, which is the same amount of gross tuition and fee revenue projected for the current year (see Attachment B). KSU officials estimate that the university's Education and General (E&G) fixed costs will increase by about \$1.4 million between fiscal years 2018-19 and 2019-20, which represents an increase of about 4% over current year costs.

**Proposed 2019-20 Tuition and Mandatory Fee Charges
Kentucky State University**

<i>Category</i>	<u>Fall 2019</u>	<u>Spring 2020</u>	<u>Annual 2019-20</u>	<u>Summer 2020</u>
<i>Undergraduate</i>				
Resident				
Full-time (15 credit hours)*	3,850	3,850	7,700	
Per Credit Hour**	325	325		125
Nonresident				
Full-time (15 credit hours)*	9,500	9,500	19,000	
Per Credit Hour**	790	790		125
Nonresident-Destiny (Targeted States)				
Full-time (15 credit hours)*	7,885	7,885	15,770	
Per Credit Hour**	656	656		125
Nonresident-Legacy				
Full-time*	7,885	7,885	15,770	
Per Credit Hour**	656	656		125
Online Programs				
Per Credit Hour**	400	400		400
<i>Graduate</i>				
Resident				
Full-time*	5,040	5,040	10,080	
Per Credit Hour**	420	420		420
Nonresident				
Full-time*	7,560	7,560	15,120	
Per Credit Hour**	630	630		630
Online Programs				
Per Credit Hour**	500	500		500

* Full-time undergraduate and graduate tuition rates do not include a \$195 per semester mandatory Course & Materials Fee.

* Full-time undergraduate and graduate tuition rates do not include a \$155 per semester mandatory Technology Fee.

* Full-time undergraduate and graduate tuition rates do not include a \$50 per semester mandatory Safety & Security Fee.

* Full-time undergraduate and graduate tuition rates do not include a \$150 per semester mandatory Asset Preservation Fee.

KSU has adopted a four year tuition guarantee beginning with the Fall 2018 semester.
KSU's board has approved tuition rates for both the 2018-19 and 2019-20 fiscal years.

** Per Credit Hour undergraduate and graduate tuition rates do not include a \$45 per class mandatory Course & Materials Fee.

** Per Credit Hour undergraduate and graduate tuition rates do not include a \$10 per credit hour mandatory Technology Fee.

** Per Credit Hour undergraduate and graduate tuition rates do not include a \$5 per credit hour mandatory Safety & Security Fee.

** Per Credit Hour undergraduate and graduate tuition rates do not include a \$10 per credit hour mandatory Asset Preservation Fee.

**Estimated 2019-20 Gross Tuition and Mandatory Fee Revenue
Kentucky State University**

<i>Category</i>	Estimated 2018-19	Estimated 2019-20
<i>Undergraduate</i>		
Resident	\$ 5,816,000	\$ 5,816,000
Nonresident	8,010,500	8,010,500
Online	348,000	348,000
<i>Graduate</i>		
Resident	645,000	645,000
Nonresident	676,500	676,500
Online	262,500	262,500
<i>Summer</i>	150,000	150,000
<i>Total</i>	\$ 15,908,500	\$ 15,908,500

TITLE: Interim Capital Project Request from Murray State University

RECOMMENDATION: Staff recommends that the Council approve Murray State University's request for interim authorization of a capital project to partially renovate Blackburn Science Building using \$3,116,000 in agency restricted funds.

PRESENTERS: Bill Payne, Vice President for Finance and Administration, CPE
Shaun McKiernan, Director of Finance and Budget, CPE

SUPPORTING INFORMATION

Murray State University (MuSU) officials request authorization for an interim capital project to partially renovate Blackburn Science Building. The project will require \$3,116,000 in institutional resources (agency restricted funds). MuSU personnel will oversee the design and implementation of the project. The project was approved by MuSU's Board of Regents on December 7, 2018.

House Bill 592 (2018) created a new provision in KRS 164A.575, which allows public postsecondary institutions to authorize capital projects not specifically listed in the state budget as long as the projects are funded with non-general fund appropriations, do not jeopardize funding for existing programs, and are reported by the institution to the Capital Projects and Bond Oversight Committee. The pertinent section of KRS 164A.575 is provided below:

- (15) Notwithstanding KRS 45.760, the governing board may authorize a capital construction project or a major item of equipment even though it is not specifically listed in any branch budget bill, subject to the following conditions and procedures:
 - (a) The full cost shall be funded solely by non-general fund appropriations;
 - (b) Moneys specifically budgeted and appropriated by the General Assembly for another purpose shall not be allotted or re-allotted for expenditure on the project or major item of equipment. Moneys utilized shall not jeopardize any existing program and shall not

require the use of any current general funds specifically dedicated to existing programs; and

- (c) The institution's president, or designee, shall submit the project or major item of equipment to the Capital Projects and Bond Oversight Committee for review as provided by KRS 45.800.

The Blackburn Science Building was built in 1950. In 1969, a major addition brought the total square footage to its present 147,000 square feet. In the early 2000's, the Biology and Chemistry departments were moved to the new Science Complex. More recently, the Institute of Engineering moved to a new Engineering and Physics building. Blackburn currently houses the TRiO Programs, ROTC, the Earth and Environmental Sciences department, and the Mapping Applications Resource Center. Projects to renovate this space have been included in MuSU's Capital Plan for the past several biennia, but were not included in the enacted budgets.

The renovations of Blackburn Science Building will include major HVAC upgrades to supply fans, updated elevator lobbies and main building entrances, asbestos abatement in some areas, and the renewal of classroom and office space for the building's new occupants: International Programs, Experiential Learning, Study Abroad, and Veterans Affairs. These programs have been housed in Woods Hall, which will be razed during the 2019 spring semester. According to MuSU officials, the cost of bringing Woods Hall to current standards and code requirements is prohibitive.

The approval process for a capital project that exceeds \$1,000,000 is as follows:

- The project must be approved by an institution's board of trustees or regents;
- The project must be submitted to the Council on Postsecondary Education for review and action;
- If approved by the Council, projects at KCTCS and KSU are submitted to the Secretary of the Finance and Administration Cabinet for review and action, and subsequently submitted by the Secretary to the Capital Projects and Bond Oversight Committee for review;
- If approved by the Council, projects at ECU, MoSU, MuSU, NKU, UK, UofL, and WKU are submitted by the requesting institution to the Capital Projects and Bond Oversight Committee for review, and a copy is provided to the Finance and Administration Cabinet as information; and
- Following review and action by the appropriate agencies, the project may be initiated by the requesting institution.

Because this project was not previously approved by the Council and it was not authorized in the enacted 2018-20 budget (HB 200), Council approval is now required to

authorize this project. MuSU will not be debt financing any portion of these projects; therefore, provisions of KRS 45.763 do not apply.

Following Council action, staff will notify the president of MuSU, the Secretary of the Finance and Administration Cabinet, and the Capital Projects and Bond Oversight Committee of the Council's recommendation concerning this project.

January 4, 2019

Dr. Aaron Thompson
President
Council on Postsecondary Education
1024 Capital Center Drive, Suite 320
Frankfort, KY 40601

RE: Interim Authorization Request – Blackburn Science Building Renovation, Murray State University

Dear President Thompson:

In accordance with House Bill 592, Murray State University respectfully requests interim authorization for renovation of the Blackburn Science Building with a total budget of \$3,116,000. This project will be funded with University agency funds.

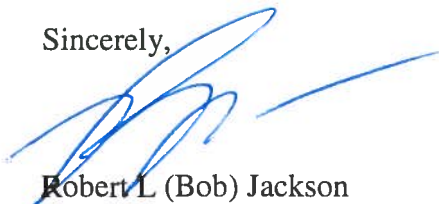
With the proposed renovations to Blackburn, the International Programs, Experiential Learning, Study Abroad and the Veterans Affairs offices will be moved into the building. Renovations will include major HVAC upgrades, new variable volume controls for energy efficiency, updated elevator lobbies and main building entrances and the refreshing of office and classroom space for the occupants.

The Murray State University Board of Regents approved this project at their Quarterly Meeting on December 7, 2018. The Program Statement and approved recommendation page from that meeting are attached.

We are requesting this interim project be presented to the Council on Postsecondary Education Board for approval at the February 22, 2019, meeting, if possible. Woods Hall is scheduled to be razed during the Spring 2019 Semester. Woods Hall is in disrepair and it is not possible to invest enough money to bring it to today's standards and code requirements.

Please advise if you have questions or if you need additional information.

Sincerely,


Robert L (Bob) Jackson
Interim President

cc: Jackie Dudley
Shawn McKiernan
Carla Wright

BOARD OF REGENTS: 12/07/18

Agenda Item: 8.D.5.

**TOPIC: Buildings and Grounds Committee – Blackburn Science Building
Program Statement***

STAFF CONTACT: Jackie Dudley – Vice President for Finance and Administrative Services

BACKGROUND:

Per the Delegation of Authority Item #13, the Board is to approve any “Program Statement” that may be prepared for a capital construction project requiring approval by the Kentucky General Assembly prior to implementation of the Program Statement.

On December 8, 2017, the Board of Regents approved the use of \$3,116,000 of reserve funds from 2016-17 for the relocation of units, necessary remediation and renovation of space for those units in Blackburn Science Building, with the balance authorized for the razing of Woods Hall.

Because this project is over \$1 million, the University will be requesting special authorization from the state to use University funds to proceed with the proposed renovations.

RECOMMENDATION:

That the Board of Regents, upon the recommendation of the President of the University, approve the attached Program Statement for necessary renovations to Blackburn Science Building.

RECOMMEND APPROVAL: Robert L Jackson, Interim President

COMMITTEE ACTION: Approved, Buildings and Grounds Committee.

BOARD ACTION: Approved.

Program Statement – Blackburn Science Building

Blackburn Science Building was completed in 1950 and underwent a major addition in 1969 to the present day 146,764 square foot facility. Only minor renovations have been done since the 1969 addition. In the early 2000s, with the development of the new Science Complex, the Biology and Chemistry departments were transitioned out of Blackburn to their space in the new buildings. Most recently, with the completion of the Engineering and Physics Building, the Institute of Engineering was moved out of Blackburn and into the new facility. Blackburn presently houses the TRiO Programs, ROTC, Department of Earth and Environmental Sciences and the Mapping Applications Resource Center.

A project has been included in the Capital Plan for several biennia for major renovations to Blackburn Science Building. The most recent being the 2016-18 Capital Plan: Renovate Blackburn Science – \$16,000,000. The 2018-20 Capital Plan included renovations to Blackburn Science as part of the \$78,000,000 Capital Renewal and Building Modernization project. None of these were funded or authorized in the 2018-20 Commonwealth Budget.

The University has used design services from Hurst-Rosche over the past several months to study the needs in Blackburn. They provided estimates to Facilities Management to make decisions on those modifications that could be made to Blackburn within the budget constraints. Hurst-Rosche is now in the design phase to prepare bid documents for renovations to Blackburn Science Building.

With the proposed renovations to Blackburn, all international programs (including Study Abroad), Experiential Learning and the Veterans Affairs offices are all making plans to be moved to Blackburn. These new occupants will be located on the first floor, basement and fourth floor areas of the building. Renovations will include major HVAC upgrades to the building supply fans and distribution equipment throughout the building with new variable volume controls for energy efficiency. Renovations will also include updated elevator lobbies and main building entrances, a new single occupancy accessible restroom on each floor and refreshing of the office and classroom spaces for the new occupants. This process will also include asbestos abatement in select areas.

TITLE: New Academic Programs

RECOMMENDATION: Staff recommends that the Council approve the following new academic programs:

1. Bachelor of Science: Space Systems Engineering – Morehead State University
2. Bachelor of Arts: Global Languages – Murray State University
3. Bachelor of Arts: African American and Africana Studies – University of Kentucky
4. Master of Science: Forensic Toxicology and Analytical Genetics – University of Kentucky

PRESENTER: Melissa Bell, Associate Vice President of Academic Affairs, CPE

SUPPORTING INFORMATION

KRS 164.020 (15) empowers the Council on Postsecondary Education to define and approve the offering of all postsecondary education technical, associate, baccalaureate, graduate, and professional degree, certificate, or diploma programs in the public postsecondary education institutions. Council staff has reviewed the proposed programs and recommends approval by the board.

See attached the proposed program summaries submitted by the institutions, which provide detailed information on the following elements:

- Overview - Program description, CIP code, credit hours, institutional governing board approval date, and expected implementation date
- Market Demand – Justification of need and employer demand
- Unnecessary duplication justification
- Expected revenues and expenditures associated with implementation

PROPOSED PROGRAM SUMMARY

Institution: Morehead State University

Program Name: B.S., Space Systems Engineering

Program Description: The Bachelor of Science in Space Systems Engineering is a distinctive program offered at the undergraduate level, which will prepare graduates for professional opportunities in applied technologies, such as astronautical engineering, space system development and testing, satellite tracking and telemetry, and telecommunications electronics. The program provides a broad but sound education in the basic physical and mathematical sciences, as well as specialized instruction and research opportunities in astronomy, astrophysics, electronics, space systems, engineering, telecommunications, and satellite technology. Excellent faculty with diverse backgrounds, along with the extraordinary facilities in the Space Science Center and the presence of Morehead State University's 21-meter space tracking antenna and radio telescope, provide a solid foundation for the program. Graduates will have a breadth of knowledge, experience, skills, and adaptability – the tools of marketability in careers in space science, aerospace, and the telecommunications industry – making them well qualified to seek positions with NASA, aerospace companies, public and private science organizations, research facilities, colleges, and in commercial industries.

[Note: This proposal is to alter an existing program – the B.S. in Space Science – to a new CIP code to reflect curricular changes over time that align it better with space systems engineering. The new CIP code would allow graduates' credentials to match the positions they are qualified to obtain, and it would allow the program to seek accreditation from the Accreditation Board for Engineering and Technology (ABET).]

CIP Code: 14.0201

Credit Hours: 120 Hours

Institutional Board Approval Date: December 6, 2018

Implementation Date: August 2019

Market Demand

This proposal changes the CIP code for our more-than-decade-old Space Science B.S. from 40.0801 (Physics- General) to 14.0201 (Aerospace, Aeronautical and Astronautical/Space Engineering), with a name change to reflect the new CIP code. The primary reasons for this requested change are listed below:

- Since its inception, the Space Science B.S. has evolved into more of an engineering program than a physics degree (it is now more specifically astronautical engineering focusing on space systems)
- Graduates will be more competitive for aerospace engineering careers.
- The updated B.S. degree (that will be called Space Systems Engineering) will more directly support workforce development for aerospace engineering that has become integral to Kentucky's economy.
- The change would allow Morehead State University to pursue accreditation through the Accreditation Board for Engineering and Technology (ABET) accreditation as an engineering program, thereby likely increasing their enrollment.
- The change would make the undergraduate program consistent with the Space Systems Engineering Master's program (which already carries the CIP 14.0201 designation.).

Currently, their graduates are at a disadvantage for employment in the aerospace and defense industries. Many corporate human resources departments interpret job descriptions as requiring an aerospace engineering degree. While their graduates have been successful in job placement, often it has been a struggle to convince the various human resources departments that the Space Science B.S. is equivalent to an Astronautical Engineering B.S. This transition would facilitate placement of their graduates in the aerospace and defense workforce.

Employer Demand

If the program is designed for students to enter the workforce immediately, please complete the following table.

	Regional	State	National	Growth Projections
Type of Job: Aerospace Engineers				
Average Wage		\$104,770	\$115,300	
# of Openings		140	4600	+4200 (6.1%)
Type of Job: Electrical & Electronics Engineers				
Average Wage			\$102,620	
# of Openings			23,100	+6500 (6.5%)
Type of Job: Aerospace Engineering & Operations Technicians				
Average Wage			\$71,340	
# of Openings			1100	+800 (6.6%)

	Regional	State	National	Growth Projections
Type of Job: Electrical & Electronics Engineering Technicians				
Average Wage		\$53,830	\$64,290	
# of Openings		930	12,000	+2700 (2.0%)

Academic Demand

The basic student outcomes for the program are listed below. These provide the fundamental understanding of Systems Engineering. For those students who continue toward graduate programs, they facilitate entry into these graduate programs with a minimum of deficiencies.

1. Develop basic competencies in system engineering and gain familiarity with the concepts and technologies associated with aerospace systems requirements, particularly spacecraft and related subsystems.
2. Learn how to use basic laboratory instrumentation and acquire skills that permit a rapid start in practical "real world" applications in the workplace.
3. Understand issues common to all radio frequency based communications systems, specify relevant system components, participate in design trade studies, perform field/laboratory work at the engineering technologist level, prepare technical reports including studies and analyses and have sufficient preparation to be able to quickly assimilate new technical information.
4. Be prepared to enter the workforce as an entry-level systems engineer or engineering technologist with the ability to integrate the knowledge gained in coursework with the necessary skills of self-direction and research/project implementation.
5. Have an understanding of semiconductor physics, atomic bonding, and crystal structures and imperfections that ultimately dictate the physical and mechanical properties of the materials. Students will also be familiar with processes leading to materials failure, such as thermal, radiative, erosive and corrosive degradations, as well as the corresponding protection approaches as related to the extreme conditions of the space environment.
6. Become familiar with a variety of government and commercial professional opportunities in addition to those in the space industry. These include opportunities in commercial satellite services, space commercial transportation services, space tourism, direct-to-home television, GPS telecommunications, electronics, technical marketing, electronics instrumentation and defense technologies.

The type of graduate program that students would head into would be similar to the Master's of Space Systems Engineering that currently exists at Morehead State University. This program provides advanced training in Systems Engineering, and their graduates have gone on to work in many prestigious government aerospace laboratories and at well-known aerospace and defense companies in Kentucky and beyond. These include:

- NASA JPL
- NASA Johnson Space Center
- NASA Glenn Research Center
- ViaSat
- Tyvak
- Rajant
- Space Micro
- Space Dynamics Laboratory

Unnecessary Duplication

There are no similar programs in the Commonwealth of Kentucky

In the nation, there are five other undergraduate space science (or astronautical engineering) programs:

- BS in Space Science- Morehead State University
- BSc in Space Studies- American Public University
- BS in Aeronautics and Astronautical Engineering- The Ohio State University
- BS in Aerospace and Astronautics- Cal Poly San Luis Obispo
- BSc in Aeronautics and Astronautics- Stanford

There is also the closely related:

- BS in Space Physics Embry-Riddle Aeronautical University

None of these six have programs that are truly parallel. American Public University, while having offices in WV and VA, is a fully online curriculum in Space Studies, and only has 12 courses, several of which are not related to engineering directly. The program at Ohio State University is mainly aerospace, with two courses in space vehicle design. The programs in California (Cal Poly and Stanford do have more space-related courses, but include other general engineering (mechanical & electrical) as well as several aerospace engineering courses. The program at Embry Riddle (at campuses located in Florida and Arizona) is basically only aerospace, with some discussion of space-related topics.

Cost

Projected Revenue over Next Five Years	\$ 9,383,809
Projected Expenses over Next Five Years	\$ 3,178,850*
Net Cost over Next Five Years	\$6,204,959

* Please note that no new expenses are expected over and above what is already in place at Morehead State University for the current BS in Space Science program. The same resources will be used.

Will additional faculty be needed? *No*

Provide a budgetary rationale for creating this new program: This program is basically replacing an already existing program so there are no anticipated new costs. The current B.S. in Space Science has morphed into an engineering program and we are requesting a name change and change in CIP designation. The program is revenue-positive, and has over 120 majors. No additional programmatic effects with other programs are anticipated.

PROPOSED PROGRAM SUMMARY

Institution: Murray State University

Program Name: B.A., Global Languages

Program Description: The goal of the Global Languages program is to provide language, communication proficiency, and the cultural nuances in each of the target languages. This proposal includes language, teaching certification, and translation/interpretation tracks at the undergraduate level. In this program a combination of language, literature, and elective courses are taught in the target language with opportunities to expand their communication skills toward fluency through study abroad.

CIP Code: 16.9999

Credit Hours: 120

Institutional Board Approval Date: 08/31/18

Implementation Date: 08/15/2019

Market Demand

The program prepares qualified students for a rapidly changing job market, demanding a workforce with flexible skills. Problem solving, critical thinking, and clear communication in speaking as well as in writing are such essential skills, resulting from the study of culture, literature, and history.

New with this academic proposal is the addition of translation and interpretation tracks within the languages program at Murray State. With increased globalization, tracks that emphasize these skill sets will be a good option for many of our students—37-50% of whom are double majors.

According to the United States Department of Labor's Bureau of Labor Statistics, "Employment of interpreters and translators is projected to grow 18 percent from 2016 to 2026, much faster than the average for all occupations. Globalization and large increases in the number of non-English-speaking people in the United States will drive employment growth. Job prospects should be best for those who have professional certification."

"By 2026, the Bureau of Labor Statistics projects 17 percent employment growth for interpreters and translators, which is much faster than the average for all occupations. The field is on track to add 11,400 new positions during that period. As diversity in the U.S. increases and globalization continues at a breakneck pace, so will the demand for

spoken-language interpreters. Job prospects are especially bright for those fluent in Chinese, German, Russian, Portuguese and Spanish. Greater interaction and trade among people throughout the globe and continued demand for military interpreters and translators should also pave the way for increased employment in this field for years to come.” - U.S. News & World Reports

Employer Demand

If the program is designed for students to enter the workforce immediately, please complete the following table.

	Regional	State	National	Growth Projections
Type of Job : Interpreter/Translator				
Average Wage		\$53,617	\$47,190	
# of Openings		560 -> 620	68,200 (2016)	18% (N), 10.7% (KY)
Type of Job: Technical Writer				
Average Wage		\$68,016	\$70,939	
# of Openings		290 -> 340	52,400 (2016)	11% (N), 17.2% (KY)
Type of Job: Special Ed Teacher				
Average Wage		\$54,602	\$58,980	
# of Openings		7050 -> 7450	439,900 (2016)	8% (N), 5.7% (KY)

Unnecessary Duplication

There are no similar programs at public universities.

Access to Existing Programs:

Murray State University's Japanese program is only one of two language proficiency specific programs in Kentucky. University of Kentucky has a program that is a combination of language instruction and Japan studies. Some additional schools in Kentucky have either minors or certificates. While the Japanese program is unique in our region of Kentucky and the surrounding states, the Spanish program is similar to programs found at other public institutions in the state. However, this program offers unique features. Since spring 2014, a regional outreach grant for Fun with Languages has sponsored after-school language clubs in regional elementary, middle, and high schools in six different counties and eight school districts. The schools have responded enthusiastically and for the last couple of years a generation of schools children in

West-Kentucky is growing up with international cultural experiences. Students of foreign languages at Murray State University are invited to become involved in this project playfully introduce language and culture in these clubs. They are also able to receive credit for these activities by enrolling in GLT 392 Professional Engagement. This course was created to align with MSU's Quality Enhancement Plan (QEP) for Experience Rich Activities (ERA).

Several southeast region schools offer majors in Japanese Language or Studies. However, few of these Universities offer a combination of Language and Teaching tracks, or Language and Translation-

Interpretation tracks. Murray State University also requires its coursework to be taught primarily in the Japanese language as students progress through each level.

Again, several southeast region schools offer majors in Spanish Language or Studies. While Spanish is more common as an area of study, few of these Universities offer a combination of Language and Teaching tracks, or Language and Translation- Interpretation tracks. Murray State University also requires its coursework to be taught primarily in the Spanish language as students progress through each level.

Feedback from Other Institutions: *None*

Cost

Projected Revenue over Next Five Years	\$3,715,572
Projected Expenses over Next Five Years	\$2,273,155
Net Cost over Next Five Years	\$1,442,417

Will additional faculty be needed? *No*

Provide a budgetary rationale for creating this new program:

The program will be funded by tuition revenue and staffed by existing language faculty. No other program will be impacted financially. This program will replace the following existing programs: Japanese, Japanese/Teaching Certification, Spanish, Spanish/Teaching Certification. Global Language programs support University Studies, have courses that support Agriculture and Occupation Safety and Health, as well as support Bachelor of Arts. Many of our majors are also required to take courses in other programs such as History, Art, and English to support the cultural basis for their degree. These new programs will require no new funding as they are in fact replacing their own programs under a different CIP code. Murray State University has determined that this

new program is an efficient use of existing funds that will student learning and increase student employment opportunities upon graduation.

PROPOSED PROGRAM SUMMARY

Institution: University of Kentucky

Program Name: B.A., African American and Africana Studies

Program Description: An African American and Africana Studies degree will allow students to complete an interdisciplinary program of study that draws together the multifaceted understanding of the Africana experience. The rich and challenging coursework addresses historical, cultural, sociological, political, and psychological factors that affect the lives of African people. Students will develop the breadth of knowledge indicative of a liberal arts education, which is the specialty of the College of Arts and Sciences. Students will enhance their critical thinking and writing, analysis, and communication skills. This degree will be beneficial for a wide range of students who plan to work in communication and media, education, non-profit, and government.

CIP Code: 05.0201

Credit Hours: 120

Institutional Board Approval Date: 12/11/2018

Implementation Date: Fall 2019

Market Demand

This program fills a need for multifaceted understanding of the Africana experience. This interdisciplinary program will strongly appeal to students who have interest in communication and media, education, non-profit, and government. African American and Africana Studies will attract a broad spectrum of interested students at the University of Kentucky and will better equip them as citizens, as thinkers, and as entrepreneurs. There is a high demand for degree programs in the discipline of ethnic, culture, gender, and group studies. As of spring 2018 there are 27 students pursuing an African American Studies minor at the University of Kentucky. With an already established undergraduate minor, The University of Kentucky has a current demand for an undergraduate degree in African American and Africana Studies

Academic Demand: The program will fulfill an academic disciplinary need, rather than employer demand. The program is focused on preparing students for further study. The types of programs that UK graduates could go into include law, medicine, business, or the liberal arts. Students pursuing any one of these fields will need to communicate clearly and persuasively in both written and oral formats, have strong research and analytical skills, and demonstrate cultural understanding in a changing environment. Students with an undergraduate degree in African American and Africana Studies will acquire these skills while fulfilling an immediate, imperative need to understand

inequality and structures of oppression, particularly as they relate to race. These students will enter graduate programs with a multifaceted understanding on the Africana experience that prepares them for opportunities in a variety of fields. In particular, students pursuing a professional degree, such as law, medicine, or MBA will benefit from an undergraduate education in African American and Africana Studies. These students will enter their professional programs with strong communication skills, thinking critically and independently, and being culturally well informed which will enhance their interpersonal and decision-making skills. Pairing an undergraduate degree with a professional degree will prepare students for personal and professional success in a dynamic, interconnected, global setting. Similarly, students entering a liberal arts graduate program (e.g., Sociology, Psychology, African-American Studies, History, or Gender and Women's Studies) will have a solid background having come from a liberal arts undergraduate program. Pursuing a graduate degree would enhance career opportunities (e.g., College level teaching) and put students at an additional advantage in the workforce.

Due to the faculty expertise at each of these universities all programs would be inherently different. For example, at the University of Kentucky, our research active group of Africanist scholars study art history, post-independence politics and social movements, religion and belief systems, economic and environmental dynamics, and issues of development among many others. They also have regional expertise in Eastern and Southern Africa, as well as West African nations.

Unnecessary Duplication

The NOI will pre-populate with similar programs based on CIP codes as well as trend data on enrollment and degrees conferred for these programs. Institutions may list other programs that are similar but may be classified in a different CIP code.

SIMILAR PROGRAM: University of Louisville, Pan-African Studies

- **Comparison of Objectives/Focus/Curriculum to Similar Programs:** The University of Louisville is currently the only public institution in the state of Kentucky to offer a degree specifically in this field. The addition of the African American and Africana Studies degree at the University of Kentucky would offer Kentucky students a third option to pursue this area of interest. Students will take a 3 credit hours introductory course in Africana studies and a 3 credit hours introductory course in African American Studies. Students will also take a 3-credit hour course that will focus solely on the African diaspora and explicitly on the global connections among people of African descent. Additionally, students will be required to take 6 credit hours (two courses) in special topics in African-American Studies. This curriculum will give our students a breadth of knowledge

of the dynamic people of African descent in the United States of America and its diaspora.

- Comparison of Student Populations: The UK College of Arts and Sciences conducted a survey last year and found that among current students there is a desire to have the ability to major in African American and African Studies. Thus, students that choose to study at the University of Kentucky are interested in the opportunity to pursue this degree. Additionally, the College of Arts and Sciences has found that among benchmark institutions, the University of Kentucky is the only institution that does not offer a major in African American/Black/Afro-American Studies to their students. These programs are largely underrepresented at universities and colleges which is not reflective of the diverse student population either locally or nationally.
- Access to/Demand for Existing Programs: The University of Kentucky has offered a minor in African American and African Studies since 1983 and currently has 27 students enrolled in this program. Additionally, in a survey conducted last spring, students indicated a strong desire to have the option to major in African American and Africana Studies. The University feels that students who choose to study at the University of Kentucky should have access to this program. Currently in the state, the University of Louisville is the only research university to offer a degree specifically in Black Studies which is over an hour away from the University of Kentucky.
- Feedback from Other Institutions: None received

Cost

Projected Revenue over Next Five Years	\$2,149,283
Projected Expenses over Next Five Years	\$1,736,764
Net Cost over Next Five Years	\$ 412,519

Will additional faculty be needed? *No*

Provide a budgetary rationale for creating this new program: The program makes use of existing courses and faculty to meet a student demand for this field of study. Tuition dollars is based on projected enrollment of 50 students by year 5 assuming a percentage of instate and out-of-state students and is estimated based on the entire 4-year curriculum. Since the AAAS program is interdisciplinary these tuition dollars will not go directly to the program

PROPOSED PROGRAM SUMMARY

Institution: University of Kentucky

Program Name: M.S., Forensic Toxicology and Analytical Genetics

Program Description: The program is designed to prepare professionals with an advanced training in focused areas of forensic science while developing workplace skills highly valued by employers in related fields. Requirements for admission to the program will include an undergraduate degree in biology, chemistry, forensic science or a closely related discipline. The program will have two areas of concentration: one concentration will focus on Forensic Toxicology/Chemistry and the second on Forensic/Analytical Genetics. The program is designed to be completed in four consecutive fall and spring semesters with a requirement of the completion of 36 or 37 credits for the two different concentrations. Through a common core curriculum taken by all students, students in both concentrations will have foundational information and a skill set in advanced forensic science, writing, communication, professionalism, ethics, legal perspectives and workplace-specific laboratory skills. Through a rigorous targeted finishing curriculum in either concentration, including rigorous internship experiences and an individualized program using cognate courses from any school or department throughout the university, the graduates will be competitive for workforce deployment in the areas of private industry drug testing, private DNA analysis, forensic governmental divisions, and hospital clinical labs. The faculty of record for the program is the Graduate Faculty in Toxicology and Cancer Biology. The department has extensive experience in the education and training of graduate students and longstanding training programs leading to a Master of Science degree in Toxicology and a Doctor of Philosophy degree in Toxicology and Cancer Biology. This proposed program is unique and focused on professional employment directly upon graduation, differing from existing programs in the department that provide training most relevant to research-related careers

CIP Code: 40.0510

Credit Hours: 36-37

Institutional Board Approval Date: Tentative February 22, 2019

Implementation Date: Fall 2019

Market Demand

The goal of this program is to train graduates to be highly competitive for workforce deployment in areas of Forensic Toxicology/Chemistry and Forensic/Analytical Genetics. As the flagship university in the Commonwealth, the University of Kentucky

will provide the only M.S. in Forensic Toxicology and Analytical Genetics (or degree of comparable nature) in the state. This leading-edge program will be instrumental in training professionals to work in industry, government and medical forensic and genetic analysis laboratories. In-state employers include the Central Lab of the Kentucky State Police, city/county governments across the state for crime scene investigation, university and hospital DNA testing laboratories across the state, Hospital forensic laboratories, LabCorp, Dynacare Laboratories, Apex Life Sciences, Ethos Laboratories, LGC Standards, United States Equestrian Foundation, Eurofins Lancaster Laboratories, DNA Diagnostics Center, Accurate Drug and DNA Testing, LB Genetics, DNA Services of America, Lexar Laboratories, Evolva, Piramal Pharma Solutions, Catalent Pharma Solutions and a large number of additional DNA and drug testing laboratories across the state. In addition, UK plans to recruit a diverse pool of domestic and international students and expects the unique program to attract numerous applicants. According to the Occupational Outlook Handbook published by the Bureau of Labor Statistics, the U.S. demand for forensic analysts is rapidly expanding with a 17% projected increase in jobs from 2016-2026.

Employer Demand:

If the program is designed for students to enter the workforce immediately, please complete the following table.

	Regional	State	National	Growth Projections
Job Title: Health and Medical Research				
Average Wage	\$45,741	\$61,775	\$68,639	6.5%
Number of Openings	252	43	11,113	
Job Title: General Research				
Average Wage	\$57,308	\$57,308	\$63,675	16.4%
Number of Openings	87	14	3,127	
Job Title : Clinical Research				
Average Wage	\$53,917	\$53,917	\$59,908	16.9%
Number of Openings	25	14	2,524	
Job Title: Biological Science				
Average Wage	\$51,447	\$51,447	\$57,163	3.8%
Number of Openings	23	7	4,648	

**These numbers are based on Burning Glass data, which provides the number of job postings over the last 12 months and models salaries based on Bureau of Labor Statistics data, when available, and actual posted salary. Salary data was not available

for the Region and the State, but after consulting with industry professionals, UK calculated a conservative estimate that the average salary in Kentucky would be approximately 10% lower than the national average. Regional job postings are based on Lexington, Louisville, and Cincinnati. Bureau of Labor Statistics projections were not used because there was not an appropriate occupation within its database. Again, UK consulted with industry professionals and used Burning Glass to identify appropriate job titles.

Unnecessary Duplication

There are no similar programs.

Cost

Projected Revenue over Next Five Years	\$4,822,580
Projected Expenses over Next Five Years	\$1,959,670
Net Cost over Next Five Years	\$2,862,910

Will additional faculty be needed? Yes. The faculty of record in the Department of Toxicology and Cancer Biology have the expertise and the training to direct and teach the courses in the program. They will work with part-time faculty and/or consultants and other programs within the University to deliver the required courses and training. Part time faculty with the total equivalency of 1 FTE will be hired and their salaries will be supported by tuition revenue generated by the proposed program.

Provide a budgetary rationale for creating this new program: Start-up funds provided by the College of Medicine Dean's office will be used to purchase the equipment to initially furnish the teaching labs. In addition, the program will take advantage of many existing instrumentation resources available within the department, college and university, and core facilities. Additional instrumentation may be needed as the program develops and expands and will be supported by tuition revenue. This program will not cause a reduction in existing programs or reduction in existing units. It will likely involve the available reallocation of current faculty distribution of effort into the new program.

The program is expected to attract a new pool of students, increase revenue, and meet employment needs in the state. As indicated above the program is expected to have a projected net positive revenue of \$2,862,910 over the next five years.

TITLE: Moving Kentucky into the Top Tier for Talent

DESCRIPTION: Council members will be briefed on the Kentucky's new Business Education Roundtable and the Chamber's Kentucky Talent Pipeline Initiative.

PRESENTERS: Dave Adkisson, President & CEO, KY Chamber of Commerce
Aaron Thompson, President, CPE

SUPPORTING INFORMATION

The Chamber's Business Education Roundtable is comprised of leaders from business, education, community and workforce organizations and is driving an ambitious agenda to align education, workforce development, business and economic development. CPE President Aaron Thompson is a member of the Roundtable. The group recently released *Striving to be Top Tier for Talent: Average Isn't Good Enough*, a blueprint and recommendations to move Kentucky into the top tier of states in education attainment and workforce quality. The Roundtable advocates accelerating Kentucky's progress by achieving four key goals:

1. Investing in early childhood and preschool – to give kids a solid start
2. Reinventing high school – to make a diploma relevant for the modern economy
3. Ensuring every adult obtains a marketable degree or credential
4. Engaging employers to define needed skills and develop talent supply chains.

The Kentucky Business-Education Roundtable is comprised of the following state education and business leaders:

- Dave Adkisson, President and CEO, Kentucky Chamber of Commerce
- Dr. Jay Box, President, Kentucky Community & Technical College System
- Garren Colvin, CEO, St. Elizabeth Healthcare
- Paul Costel, Kentucky President, JPMorgan Chase Kentucky
- Nick D'Andrea, Vice President, Public Affairs, UPS
- Terry Gill, Secretary, Kentucky Cabinet for Economic Development
- Hugh Haydon, President, Kentucky Bioprocessing Inc.
- Dr. Wayne Lewis, Commissioner, Kentucky Department of Education

- John Megibben, Vice President, Messer Construction Company
- Brigitte Blom Ramsey, Executive Director, Prichard Committee for Academic Excellence
- Derrick Ramsey, Secretary, Kentucky Education and Workforce Cabinet
- Kevin Smith, Vice President Kentucky Beam Bourbon Affairs, Beam Suntory
- Dr. Aaron Thompson, President, Kentucky Council on Postsecondary Education
- Mary Gwen Wheeler, Executive Director, 55,000 Degrees

As part of its larger agenda, to the Kentucky Chamber Workforce Center is implementing a statewide Talent Pipeline System that aligns education and training programs with the workforce demands of business. Areas of implementation in 2018-2020 include the following:

- | | |
|--------------------------------|----------------|
| • Manufacturing | • Construction |
| • Healthcare | • Logistics |
| • Technology/Business Services | • Equine |

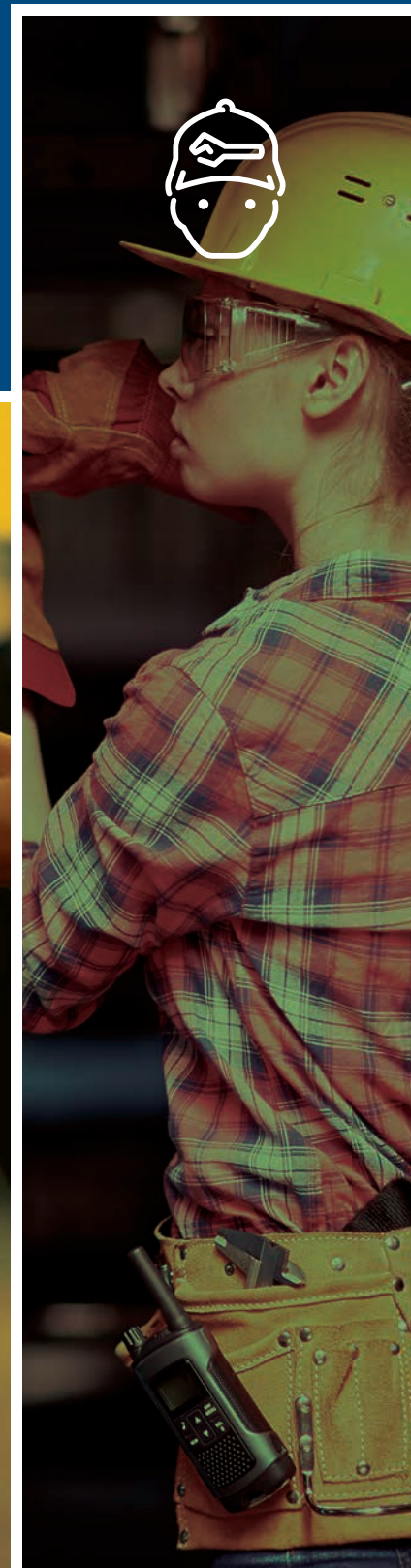
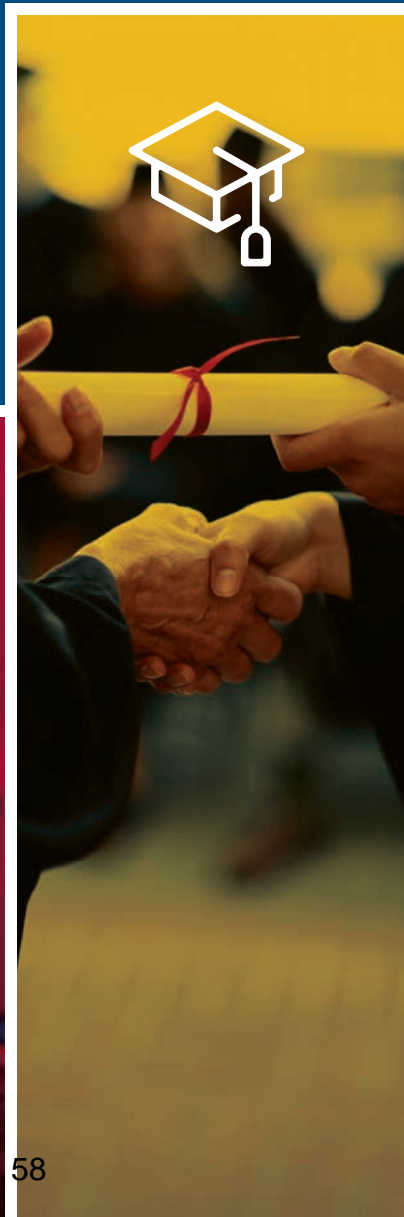
Talent Pipeline Management uses supply chain principals to call on business and public policy leaders to transform education and workforce systems to be employer-led and demand driven. The TPM Academy trains state and local leaders, business associations, employers, and economic development agencies to drive partnerships with their education and training providers based on need.

This session is part three of a five-part series titled, *Strengthening Partnerships and Alignment between Higher Education and the Workforce*, which focuses on several programs and strategies that highlight postsecondary education's efforts to prepare students for dynamic, meaningful careers and respond to the needs of Kentucky employers.

Striving to be **TOP TIER** *for* **TALENT**

Average Isn't Good Enough

A Report of the Kentucky Business-Education Roundtable





*We must make
aligning our
workforce and
education programs
with real-life
employment
opportunities
a top priority.*

EXECUTIVE *Summary*

Because Kentucky's economic future depends directly on our state's ability to produce and attract more talented workers for the modern economy, **we must strive year over year to improve our workforce preparation and our rankings** in critical measures of education. We must make aligning our workforce and education programs with real-life employment opportunities a top priority. We must capitalize on the progress made during the generation following Kentucky's massive education reform in 1990 and gain even greater ground in our competitive position.

We will do that by achieving four central goals:

1 Invest in pre-school — to give kids a solid start

2 Reinvent high school — to make a diploma relevant for the modern economy

3 Ensure every adult obtains a marketable degree or credential

4 Engage employers to define needed skills and develop talent supply chains

This report defines what it would take to achieve Top Tier status — to be first in the nation in improving the alignment of our talent development systems with employment opportunities and among the top 10 states in critical measures of educational preparedness. It offers practical recommendations for gaining ground against other states. While some of these gains will take a generation to achieve, **we must take immediate action to address the current workforce challenges** that are stifling the creation of quality jobs for Kentuckians.

Our public and private education systems, along with our public and private colleges and universities, provide the foundation for cultivating and attracting the talent that Kentucky needs if prosperity is to be shared by all Kentuckians and the state is to enjoy economic gains. **We must look to these institutions as the critical pipeline that supplies talent** to Kentucky's employers and produces entrepreneurs who will create new enterprises in Kentucky.

This report addresses the challenge of striving for progress in a state with limited public resources. A smaller state government and **strains on public funds** caused by the pension crisis and Medicaid costs **will make progress even tougher**. Increased revenue resulting from economic growth and additional resources, wisely invested, will be necessary for Kentucky to enlist all employable adults in meaningful work, to avoid downstream costs (such as prisons, welfare, addiction), to build a higher quality public education system and to produce more and better talent for our economy and society.

We will report on specific indicators of engagement and alignment with the employer community, using metrics such as the number of industry groups forming talent supply pipelines in their regions and the nature of industry-based credentials being used in specific business sectors. **We also will measure and report on such critical indicators of education attainment and progress** as math and reading achievement and the percentage of children in quality pre-school programs.

Kentucky can and must make meaningful progress! Hardly anyone would have imagined in 1990 that by today, our high school graduation rate would rank in the top 10 among the states (89.7% compared to 84% nationally), nearly 50,000 high school students would be enrolled in dual credit programs to jumpstart their post-graduation education, and Kentucky would have moved to the middle tier of states in overall school performance.

However, we can't be satisfied. Our high school graduation rate means little if more than one-third of our students graduate without reaching proficiency in reading and mathematics. It's a rapidly changing new day in Kentucky's economy, and **we must adapt by producing a modern supply of talent**.

This Kentucky Business-Education Roundtable report's **call to action is two-fold: For employers to step up** and clearly engage in defining their employment needs and ways to meet them, **and for our talent suppliers** (schools, colleges, universities and others) **to strengthen their efforts to produce the talent we must have in the Commonwealth**.

Introduction

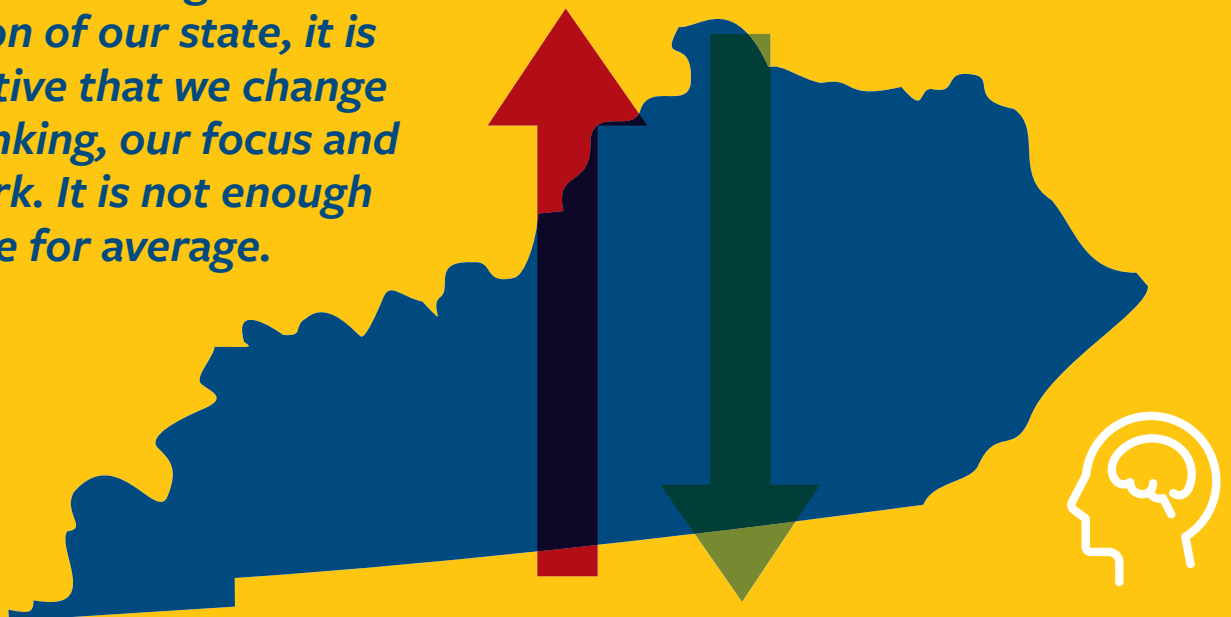
Kentucky must up its game if we're going to compete.

Workforce is the No. 1 factor in businesses' success and economic development decisions. But we are failing to educate and train enough people to be productive and responsible employees and contributors to their own well-being and that of the state. Kentucky also struggles to retain and attract talent to create the jobs of the future that will fuel prosperity and encourage younger entrepreneurs, emerging leaders and business owners to live and work here.

If the business community, elected officials, educators, families, public policymakers and advocates don't join forces immediately to make significant changes, Kentucky will become trapped in a downward spiral where economic competitiveness and growth will be almost impossible to achieve — for individuals and the state as a whole.

- A 2018 business survey shows that more than half of Kentucky employers are struggling to find workers with the skills they need.
- Recent scores on key academic measurements show us in decline relative to other states; 4th grade reading and math scores and the state's national ranking on both, although still respectable, have declined after years of improvement on the National Assessment of Educational Progress. In addition, too many students fail to perform well on Kentucky-only tests.
- With a 42nd-place national ranking in workforce participation, at 59.3% vs. a 62.7% national average as of September 2018, our workforce challenges discourage economic investments.
- Kentucky's education attainment levels trail much of the nation; 22.7% of Kentuckians age 25 and older have a bachelor's degree or higher compared to 30.3% nationally.
- Our per capita income of \$39,393 ranks 47th in the nation and is lower than all bordering states except West Virginia.
- Societal roadblocks diminish the capacity, and sometimes the willingness, of individuals to improve their skills or seek meaningful employment.

If we are to change the direction of our state, it is imperative that we change our thinking, our focus and our work. It is not enough to strive for average.



If we are to change the direction of our state, it is imperative that we change our thinking, our focus and our work. It is not enough to strive for average. We must set an ambitious goal of moving Kentucky into the top tier of states, to be first in the nation in improving the alignment of our talent development systems with employment opportunities and among the top 10 states on key indicators reflecting education and workforce quality.

The challenges of doing this cannot be overstated, but Kentucky is up to the task. With hard work and a sustained commitment, we moved Kentucky from the bottom of national education rankings to a mid-level position in many categories — and even higher in some. But the fact that our progress has now slowed — and in some cases our gains have been reversed — requires a renewed commitment.

We must recognize that this is not the sole responsibility of educators. Employers, elected officials, advocates, families and policymakers in every part of the Commonwealth have a significant stake in this work and must be accountable for its results.

We must act now, but we will need a sustained effort over the next decade, and maybe longer. This is generational work that will require a long-term commitment and targeted investments. To set Kentucky on this path to progress, the Kentucky Business-Education Roundtable believes an aggressive course of action is needed. After researching the issues for more than a year, we offer an ambitious agenda for action.

This work addresses the challenge of striving for progress in a state with limited public resources. A smaller state government and strains on public funds caused by the pension crisis, rising Medicaid costs and limited revenue growth will make progress even tougher. Increased revenue resulting from economic growth and additional resources, wisely invested, will be necessary for Kentucky to build a higher quality public education system, to enlist all employable adults in meaningful work, to avoid downstream costs (such as prisons, welfare, drug addiction) and to produce more and better talent for our economy and society.

The Kentucky Business-Education Roundtable

The Roundtable is a group of public-and private-sector leaders who have come together to develop a long-term plan of action to fuel Kentucky's improvements in education attainment and workforce quality. The education, business and advocacy leaders comprising the Roundtable have a shared vision:

Kentucky's education and workforce systems will ensure individual, community and statewide prosperity by preparing students to become successful, productive and responsible citizens. All Kentuckians, regardless of age, location or situation, transition seamlessly to meaningful work.

Members of the Roundtable include:

Dave Adkisson, President and CEO, Kentucky Chamber of Commerce
Dr. Jay Box, President, Kentucky Community & Technical College System
Garren Colvin, CEO, St. Elizabeth Healthcare
Paul Costel, Kentucky President, JPMorgan Chase Kentucky
Nick D'Andrea, Vice President, Public Affairs, UPS
Terry Gill, Secretary, Kentucky Cabinet for Economic Development
Hugh Haydon, President, Kentucky Bioprocessing Inc.; Chair, Kentucky Workforce Innovation Board
Dr. Wayne Lewis, Commissioner, Kentucky Department of Education
John Megibben, Vice President, Messer Construction Company
Brigitte Blom Ramsey, Executive Director, Prichard Committee for Academic Excellence
Derrick Ramsey, Secretary, Kentucky Education and Workforce Cabinet
Kevin Smith, Vice President Kentucky Beam Bourbon Affairs, Beam Suntory
Dr. Aaron Thompson, President, Kentucky Council on Postsecondary Education
Mary Gwen Wheeler, Executive Director, 55,000 Degrees

The following served as Roundtable members while holding the positions indicated:

Hal Heiner, Secretary, Kentucky Education and Workforce Cabinet
Wil James, President, Toyota Motor Manufacturing Kentucky, Inc.
Robert King, President, Kentucky Council on Postsecondary Education
Dr. Stephen Pruitt, Commissioner, Kentucky Department of Education

Act Now

To Meet Today's Needs

Significantly accelerating our progress in education and workforce development is a make-or-break issue, one that will determine whether Kentucky thrives or remains mired among the worst performing states with citizens unprepared to compete for good jobs that can support their families in the decades ahead. Policy, program and financing changes designed to make a difference can be glacial in their development — and even slower to have a meaningful effect. But Kentucky cannot afford to wait.

The Kentucky Business-Education Roundtable's agenda calls for action at all levels of the education and workforce development continuum. There is no single solution, no silver bullet. We must attack the challenge at every point to have the maximum impact as quickly as possible. To address the current crisis facing employers and workers, steps must be taken now to ensure:

Kentuckians, regardless of age, location or situation, transition seamlessly to meaningful work and careers.

Target:

To move Kentucky's workforce participation rate to the Top Tier of states. As of September 2018, Kentucky's rate was 59.3%, 42nd in the nation. Achieving the Top 10 will mean improving to 67.8%.

Education and training programs must attract unemployed adult learners, veterans, individuals whose life's circumstances create obstacles to employment and others.

Immediate steps to begin meeting today's need

- Create and customize programs to attract more adults to academic/technical training programs.
- Focus on credentials in areas where good jobs are available and unfilled.
- Get the word out — target marketing and media campaigns to the people we need to reach.
- Strengthen advising and support services to ensure more adults not only enter, but complete training and education programs.
- Create a loan-forgiveness pool or other ways to relieve student debt, particularly if partnerships with business and industry are created. Employers might be encouraged to provide some form of match for a loan forgiveness program (reverse tuition assistance).
- Improve the management, alignment and accountability of state programs to get more adults into higher paying, stable occupations.

As this immediate work gets underway, longer-term strategies and actions must be developed to create and sustain the best system for providing a high-quality education for Kentuckians and producing a competitive workforce.

These should address four primary goals:

1 Invest in pre-school — to give kids a solid start

2 Reinvent high school — to make a diploma relevant for the modern economy

3 Ensure every adult obtains a marketable degree or credential

4 Engage employers to define needed skills and develop talent supply chains

*If we do not act now
we are condemning
our state & our
children to a future
where struggles will
be more common
than success &
where opportunities
will be outnumbered
by obstacles.*

Goal 1



INVEST IN EARLY CHILDHOOD

We must start early. Basic habits and skills are created in the earliest years of brain development and socialization — well before kindergarten — but too many Kentucky children are not receiving the quality early care and education that will equip them to reach their full potential as adults. We must invest in high-quality early childhood programs to better prepare our children for success in life.

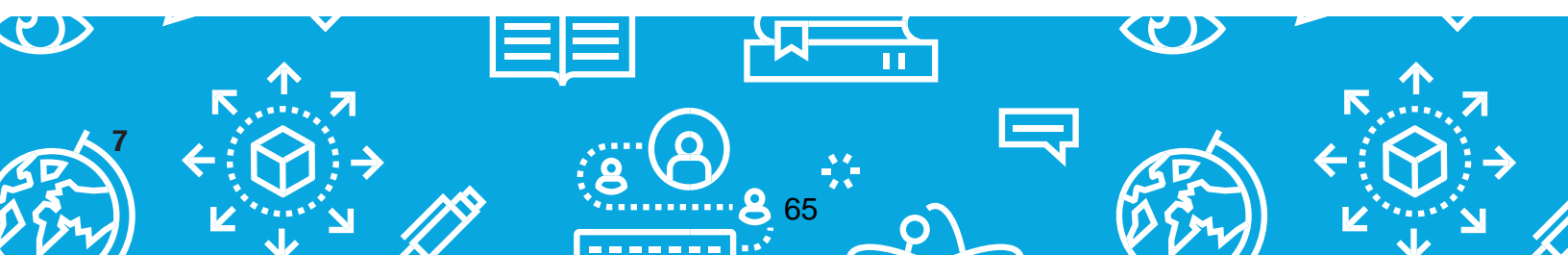
Target:

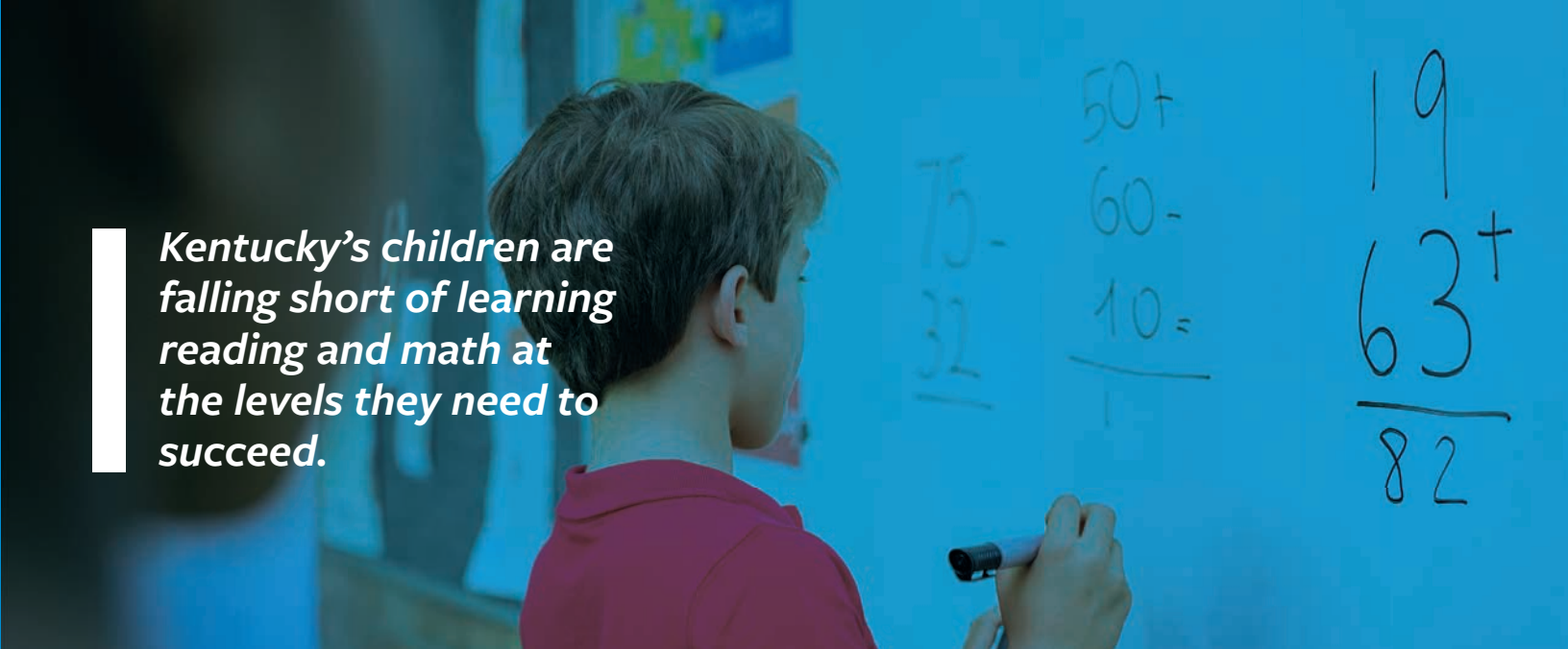
Increase the percentage of children prepared for kindergarten, currently at 51.4% based on Kentucky's screening assessment, with annual incremental improvements of 5%.

Move into the Top Tier of states in preschool enrollment of 3- and 4-year-olds. To reach the Top 10, we must move from 41.9% to 51.1%.

✔ To do this, we must:

- Give more at-risk children access to high-quality preschool services that are staffed by providers who have high-quality professional learning opportunities, technical assistance and support.
- Coordinate resources and practices among all public and private early childhood providers and school districts.
- Ensure quality evaluation of early childhood programs.





Kentucky's children are falling short of learning reading and math at the levels they need to succeed.

Reading and math are the basic skills required for academic success, but Kentucky's children are falling short of learning reading and math at the levels they need to succeed. We must unite behind enhanced math instruction and a third grade reading guarantee or similar goal that can be conveyed to schools, parents and employers.

Target:

Increase the percentage of children achieving at least proficiency on state assessments of reading and math by the end of third grade by 5% annually.

Sustain or improve Kentucky's position among the Top Tier of states on National Assessment of Educational Progress (NAEP) in 4th grade reading and math scores. Based on 2017 NAEP scores, Kentucky ranks 17th among the states in 4th grade reading proficiency with a score of 224. To reach the Top Ten, the score must increase to 225.

Kentucky ranks 29th among the states in 2017 NAEP 4th grade math scores. To reach the Top 10, Kentucky's score would need to increase from 239 to 244.

To do this, we must:

- Support high-quality standards to ensure better student outcomes.
- Strengthen admission standards to teacher preparation programs and support professional learning for current teachers to ensure the highest quality classroom instruction.
- Develop early literacy programs that provide targeted early intervention for students who fall behind.

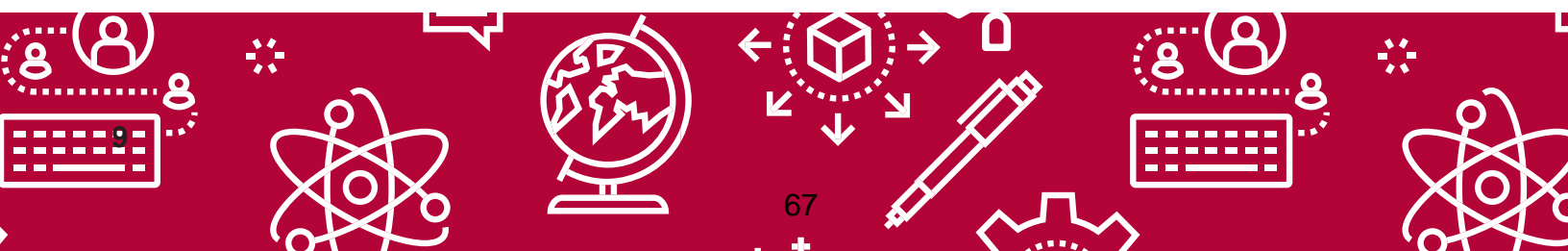
Goal 2



REINVENT HIGH SCHOOL

🎯 Targets:

- Increase the number of students who are college and career ready. If the proposed high school graduation requirements are adopted, college and career readiness will increase to 100% for the class of 2023. Percentages should approach 100% every year until then, but 2019-2020 will provide a baseline that must be established before goals are set for 2021 and 2022.
- Increase the number of Kentucky high school graduates who meet college-readiness benchmarks in English, reading, math and science. Although Kentucky has set different college-ready ACT benchmarks than the national ACT measures, the national measures would be used to determine Kentucky's efforts to achieve Top Tier status. (It should be noted that some states do not mandate that all students take the ACT, but all Kentucky juniors are required to do so. Kentucky students may voluntarily take the ACT again during their senior.)
- Increase the percentage of GED graduates transitioning to postsecondary education within two years by 5% a year.



More than one-third of Kentucky high school students graduate without reaching proficiency in reading and mathematics.

Percent of 2018 ACT Tested High School Graduates Meeting ACT College Readiness Benchmarks by Subject

	English	Reading	Math	Science
Kentucky	56% (31st)	43% (30th)	33% (34th)	32% (34th)
Nation	60%	46%	40%	36%

Source: ACT

Percentage Required to Reach Top 10

	English	Reading	Math	Science
Top 10	82%	65%	61%	56%

✓ To do this, we must:

- Eliminate achievement gaps between groups of students.
- Revamp high school graduation requirements to ensure a diploma has value for students and employers as an accurate reflection of levels of achievement and not just time in class.
- Expand school and career counseling to give students and parents information on postsecondary education options, career benefits and student debt as well as academic and behavioral guidance.
- Provide all high school students with the opportunity to achieve postsecondary credits or credentials.
- Provide more work-based learning opportunities for students.
- Engage postsecondary institutions and employers in ensuring high-quality dual credit and rigorous work-based learning opportunities in urban and rural areas.
- Accelerate efforts to attract, retain and adequately compensate high-quality teachers and allow differentiated pay (by subject area, geographic area or student mix).
- Create a culture of continuous improvement.

Goal 3




ENSURE EVERY ADULT OBTAINS A MARKETABLE DEGREE OR CREDENTIAL

Kentucky's colleges and universities continue to confer a growing number of degrees and credentials, but the time and expense create a significant burden for too many students. Meanwhile, an attitudinal bias against certain types of education can lead students into inappropriate postsecondary pathways. Greater awareness is needed of what postsecondary education means today — from technical skills training to academic degrees to postgraduate work — and the role it plays as a signature industry, one that produces talent and creates primary jobs. Higher education can provide higher incomes, more career options and greater ability to navigate the ever-changing global economy.

Targets:

- Increase the percentage of adults with a postsecondary degree or high value certificate and move Kentucky into the Top Tier of states in attainment of associate and bachelor's degrees.
- Establish Kentucky as a hub for research, talent development and entrepreneurship in key disciplines critical to Kentucky employers, regions and communities.





More than half of Kentucky employers are struggling to find workers with the skills they need.

Percentage of Adults Aged 25 and Older with Associate and Bachelor's Degrees or Higher

	Associate Degree	Bachelor's or Higher
Kentucky	7.8% (36th)	22.7% (47th)
United States	7.9%	30.3%
Top 10	9.8%	34.2%

Source: U.S. Census Bureau, American Community Survey.

✓ To do this, we must:

- Ensure greater levels of postsecondary completion and shorten the amount of time it takes a student to complete a course of study after the student's initial enrollment (time to degree).
- Advance online competency-based academic programming through a state mandate or by partnering with outside organizations.
- Align career pathways with high demand workforce areas to help students navigate easily to completion.
- Increase participation of GED-seeking students enrolled concurrently in career pathways programs in the Kentucky Community & Technical College System.
- Develop a coordinated, state-level initiative to improve access to high quality work-and-learn programs.
- Create greater transparency around college costs, student loans, savings plans and financial aid.
- Better integrate postsecondary institutions in state economic development efforts.
- Produce graduates with industry-recognized credentials and degrees (associate, bachelor's and higher) at a rate that puts Kentucky in the top 10 among states.

Goal 4



ENGAGE EMPLOYERS TO DEFINE NEEDED SKILLS & DEVELOP TALENT SUPPLY CHAINS

Structured and consistent employer engagement is a critical part of the workforce equation. The success of any business depends on the quality and skills of its workforce — and employers must take on a more active role to clearly define the skills they need and contribute directly to building a productive talent pipeline that meets businesses' needs while creating economic opportunities for Kentuckians.

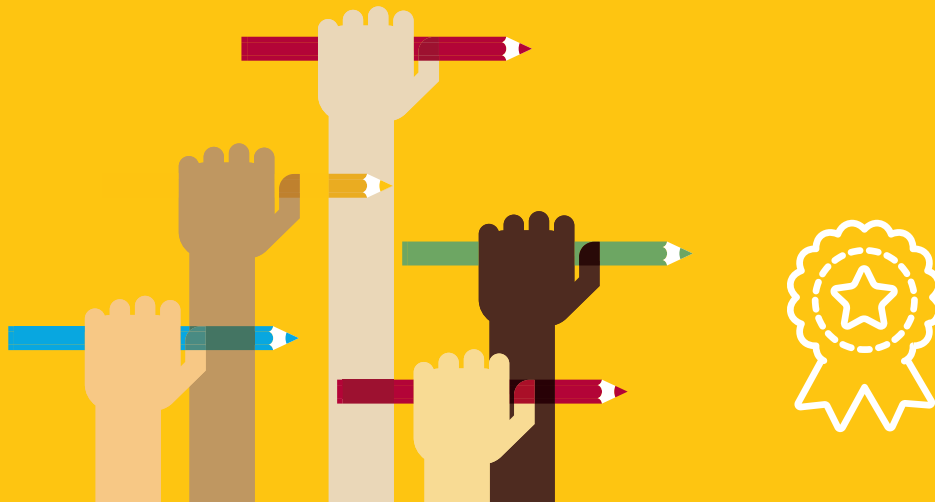
🎯 Targets:

- Actively engage an increasing number of high-impact employers, trade unions and business associations in the development of credentials valued and endorsed by business and industry. Increase participation by 5% a year per employment sector.
- Enlist employers to provide internships, summer jobs, apprenticeships and other work-and-learn experiences for students at a rate that puts Kentucky in the top 10 among states.
- Expand the Talent Pipeline Management (TPM) model of employer-led identification of workforce needs and training and quality issues statewide to engage 25 employer groups in building talent pipelines for 75 high-demand positions.

✅ To do this, we must:

- Communicate the urgent need for greater engagement to employers via business and trade associations.
- Develop partnerships among employers and educators to identify needs and quantify progress in expanded employer engagement.
- Encourage employer involvement in TPM collaboratives in all regions and sectors; monitor and report on activities and outcomes.

**Let's make Kentucky
one of the Top Tier
states in education
and workforce.**



Conclusion

The need could not be more urgent. If we do not act now we are condemning our state and our children to a future where struggles will be more common than success and where opportunities will be outnumbered by obstacles. That future cannot be acceptable to anyone who loves Kentucky.

We cannot afford to let complacency continue as the state's default position. We must address our immediate challenges and set our state on a path that will reverse the downward slide that is being fueled by a willingness to equate average with excellence. We can make meaningful, sustainable progress. We must come together and recommit ourselves to strive for a Top Tier performance in producing talent for Kentucky.

It is not enough just to say we want to do this, or even to recommend specific actions to achieve our goals. We must hold ourselves accountable, whether we work for a private business or a public agency.

Employers must actively engage in defining their employment needs, identifying ways to meet those needs and publicly report on their activities and outcomes.

Educational and training institutions must strengthen their efforts and work in productive partnership with employers to produce the talent the Commonwealth must have to succeed and publicly report on their activities and outcomes.

To ensure ongoing accountability for progress, the Kentucky Business-Education Roundtable will regularly measure and report on critical indicators that show whether Kentucky is, indeed, moving into the Top Tier of states.

Sources:

- ACT.org
- America's Health Rankings 2017, United Health Foundation https://assets.americashealthrankings.org/app/uploads/ahrannual17_complete-121817.pdf
- Annual Statistical Report on the Social Security Disability Insurance Program, 2017 https://www.ssa.gov/policy/docs/statcomps/di_asr/2017/di_asr17.pdf
- Condition of College and Career Readiness 2018, ACT.org <http://www.act.org/content/dam/act/secured/documents/cccr2018/National-CCCR-2018.pdf>
- Kentucky Community & Technical College System
- Kentucky Council on Postsecondary Education
- Kentucky Department of Education
- Kentucky Profile, Prison Policy Initiative <https://www.prisonpolicy.org/profiles/KY.html>
- NAEP, The Nation's Report Card, National Assessment of Educational Progress, National Center for Education Statistics
- SAT Suite of Assessments Annual Report 2017, The College Board <https://reports.collegeboard.org/pdf/2017-kentucky-sat-suite-assessments-annual-report.pdf>
- State of Preschool 2017, National Institute for Early Education Research, 2018 <http://nieer.org/wp-content/uploads/2018/07/State-of-Preschool-2017-Full-7-16-18.pdf>
- Stats of the State of Kentucky, Centers for Disease Control and Prevention <https://www.cdc.gov/nchs/pressroom/states/kentucky/kentucky.htm>
- 2018 Science and Engineering Indicators, State Indicators, National Science Foundation <https://www.nsf.gov/statistics/state-indicators>
- U.S. Bureau of Economic Analysis
- U.S. Bureau of Labor Statistics, Region, Division and State Labor Force Participation Rates, September 2018 https://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=12&ved=2ahUKEwj5dKMIsXeAhWCxKfKHb1-BmYQFjALegQICRAC&url=https%3A%2F%2Fwww.bls.gov%2Fweb%2Fflaus%2Fflalfprder.xlsx&usq=AOvVaw3On7IWjZGfmN_EVB2o-ADg
- U.S. Census Bureau, American Community Survey

*Let's strengthen
our efforts to
produce the talent
we must have in
the Commonwealth.*

*A Report of the Kentucky Business-Education Roundtable
Convened by:*



Kentucky Chamber
Uniting Business. Advancing Kentucky.

December 2018

TITLE: 2018 Report of Kentucky State University's Management Improvement Plan

DESCRIPTION: Council members will be briefed on KSU's second annual submission of progress toward their Management and Improvement Plan, which was developed in collaboration with Council staff and approved by the Council in November of 2016.

PRESENTERS: M. Christopher Brown, President, Kentucky State University

SUPPORTING INFORMATION

The 2016-18 budget bill, HB 303, required Kentucky State University to submit to the Interim Joint Committee on Appropriations and Revenue:

“[A] four-year management improvement plan with annual goals and measurable metrics to meet those goals. Due by December 1, 2016, the management and improvement plan and all goals shall include performance standards established in consultation with the Council on Postsecondary Education, and shall be subject to the approval of the Council.”

The legislation also requires KSU to provide an update on the institution's progress toward achieving the goals and performance standards identified in the management and improvement plan by December 1 of each year.

KSU formally submitted its 2018-2021 Management Plan to the Interim Joint Committee on Appropriations and Revenue on December 1, 2016.

Annual Progress Update

Attached is a copy KSU's second annual Management and Improvement Plan Update, which was submitted to the Interim Joint Committee on Appropriations and Revenue on December 1, 2018, as required by HB 303. The update includes information regarding KSU's continuing efforts to improve institutional effectiveness and efficiency.

KENTUCKY STATE UNIVERSITY



HOUSE BILL 303 (2016)

MANAGEMENT AND IMPROVEMENT PLAN UPDATE

NOVEMBER 30, 2018

M. CHRISTOPHER BROWN II, Ph.D.
President





ABOUT KENTUCKY STATE

From its modest beginnings as a small normal school for the training of African-American teachers, Kentucky State University has grown into a land-grant and liberal arts institution that prepares a diverse student population to compete in a multifaceted, ever-changing global society.

Kentucky State University began as an idea on October 15, 1885. The Commonwealth needed more normal schools to train African-American teachers for employment in its black elementary schools. On May 18, 1886, legislators authorized the school's creation, and the university was chartered as the State Normal School for Colored Persons, the second state-supported institution of higher learning in Kentucky.

During the euphoria of Frankfort's 1886 centennial celebration, when vivid recollections of the Civil War remained, the city's 4,000 residents were keenly interested in having the new institution located in Frankfort. Toward that end, the city donated \$1,500, a considerable amount in 1886 dollars, and a site on a scenic bluff overlooking the town. This united display of community enthusiasm and commitment secured the new college's place in Frankfort despite competition from several other cities.

Recitation Hall—now Jackson Hall—the college's first building, was erected in 1887. The new school opened on October 11, 1887, with three teachers, 55 students and John Henry Jackson as its first president.

Kentucky State became a land-grant college in 1890, and the departments of home economics, agriculture and mechanics were added to the school's curriculum. The school produced its first graduating class of five students in the spring of that year.

As the school began to grow and change, so too did its moniker. In 1902, the name was changed to Kentucky Normal and Industrial Institute for Colored Persons. The name was changed again in 1926 to Kentucky State Industrial College for Colored Persons.

By 1929, most students had access to high school, leading then-President Rufus B. Atwood to discontinue the college's high school, which had been in operation since 1893.

Even so, Atwood's 33-year tenure was marked by dramatic institutional growth including the first modern yearbook, the first student newspaper, and most notably, by gaining accreditation for the institution. His administrative acuity and political acumen were necessary to position the university for growth during a period of marked social change, while avoiding fallout in the political town of Frankfort.

In 1938, the school was named Kentucky State College for Negroes and began focusing again on offering more traditional liberal arts education. The college notably gained full accreditation from the Southern Association of Colleges and Schools the following year.

The term "for Negroes" was dropped in 1952 when the school's name became merely Kentucky State College. In 1972, it became Kentucky State University and enrolled its first graduate students in the School of Public Affairs in 1973.

In the 45 years since then, more than 43 new structures or major building expansions have enhanced Kentucky State University's 914-acre campus, which includes a 311-acre agricultural research farm and a 306-acre environmental education center.

Kentucky State University, "The College on the Hill," is led by its 18th president, Dr. M. Christopher Brown II. It is a public institution with an enrollment of approximately 1,900 students and 151 full-time faculty members. The university's diverse mix of faculty, staff, and students has made Kentucky State the most diverse public institution in the Commonwealth, and among the most diverse nationwide.



UNIVERSITY LEADERSHIP

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FACULTY REGENT

DR. SYAMALA H.K. REDDY '21

MR. ROGER REYNOLDS '24

MR. MICHEAL WEAVER
STUDENT REGENT '19

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18th President

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Interim Provost and Vice President for Academic Affairs

MR. DOUGLAS R. ALLEN II
Vice President for Finance and Administration/CFO

MS. CLARA ROSS STAMPS
Vice President for Brand Identity and University Relations

DR. JEFFERY T. BURGIN JR.
Acting Vice President for Student Engagement and Success

MS. WENDY C. KOBLER
Vice President for Institutional Advancement

MS. LISA K. LANG
General Counsel and Records Custodian

MISSION STATEMENT

Kentucky State University is a public, comprehensive, historically black land-grant university committed to advancing the Commonwealth of Kentucky, enhancing society, and impacting individuals by providing quality teaching with a foundation in liberal studies, scholarly research, and public service to enable productive lives within the diverse global economy.

KENTUCKY STATE UNIVERSITY REPORT CARD

2017

2018

FALL ENROLLMENT

Fall 2017 enrollment exceeds goal and Fall 2018 enrollment is at 91 percent of goal.

A

A

FALL TO FALL RETENTION

Academic purge of students unlikely to persist and complete.

B

C

COHORT STUDENTS RETURNING FOR THE THIRD YEAR

Greater than 8-point increase in year three cohort rate.

D

C

GROSS TUITION AND FEES REVENUE

Exceeds target by \$1.5 million.

C

B

YEAR END UNRESTRICTED NET ASSETS EXCLUDING PLANT NET OF COMP ABSENCES AND PENSIONS

No score due to continuing pension litigation.*

*

*

PRIMARY RESERVE RATIO

Exceeds MIP final target by 0.12 points.

C

A

VIABILITY RATIO

Current ratio is higher than annual target by 3.56 points.

C

B

RETURN ON NET ASSETS RATIO

Exceeds MIP final target by 3.17 points.

B

A

NET OPERATING REVENUES RATIO

Exceeds MIP final target by 2.84 points.

C

A

COMPOSITE FINANCIAL INDEX

Current index is higher than the annual target by 3.88 points.

C

B



OVERVIEW

Kentucky State University is privileged to have another opportunity to submit a performance update on campus efforts to increase institutional effectiveness and efficiency. The 2016 Session of the General Assembly of the Commonwealth of Kentucky enacted HB 303 requiring the institution to coordinate with the Council on Postsecondary Education (CPE) to pursue measurable goals and metrics demonstrating continued progress.

The original CPE-approved Management and Improvement Plan aligned with existing campus strategic and enrollment management plans and portended outcomes to evince public accountability. Notwithstanding, the recent state policies and institutional research suggests the campus should update the existing strategic and enrollment management plans in order to facilitate attainment of enrollment, retention, and completion goals.

The outcomes of ongoing improvements are captured in a report card to facilitate transparency and are supported by detailed charts and commentary on each metric. After 132 years of service, we are employing innovative strategies to exceed the expectations of the Commonwealth and our stakeholders.

The campus clarified its mission in 2018 to affirm that Kentucky State University is a public, comprehensive, historically black land-grant university committed to advancing the Commonwealth of Kentucky, enhancing society, and impacting individuals by providing quality teaching with a foundation in liberal studies, scholarly research, and public service to enable productive lives within the diverse global economy.

Since my arrival as the eighteenth president, the campus management team has been steadfast and focused on the implementation of policies, procedures, and partnerships that demonstrate our core principles of excellence, transparency, accountability, and student-centeredness in our daily work and collaborative efforts. This shift in the management culture has allowed us to enjoy a timely turnabout in fiscal decline. The evidentiary effects of changes to the academic enterprise are less evident given the timetables for the calculations of retention, persistence, cohort rates, and completion.

With the support of our students, staff, faculty, and Board of Regents, Kentucky State University has been able to eliminate nonproducing academic programs and duplicative administrative structures and personnel. These actions conjoined to able stewardships of revenues, a reallocation of cost centers/expenditures, and a campus-wide commitment to financial stability has enabled significant and sustained fiscal health for a consecutive year.

The original campus Management and Improvement Plan stated: “In fiscal year 2016-17, the University is projected to use a portion of the fund balance to complete implementation of an Enterprise Resource Planning System, to complete the renovation of the main research facility on campus, and to pay potential settlements to federal agencies, stemming from grant management issues which occurred between fiscal years 2010-11 and 2012-13.” All of these responsibilities have been met with no fund balance usage. This is a major accomplishment in the face of “necessary governmental expenditures”, rising pension costs, and visible campus beautification projects.

All data in this update are from CPE databases and completed financial audits. With a stable enrollment, increasing revenues, and judicious expenditures, Kentucky State University has a primary reserve ratio, viability ratio, return on net assets ratio, net operating revenues ratio, and composite financial index that exceed the required targets for demonstrated improvement pursuant to the approved Management and Improvement Plan. This update provides evidence of Kentucky State University’s areas of improvement, recent successes, and overall opportunity going forward.

— **M. Christopher Brown II, Ph.D.**
Eighteenth President



INSTITUTIONAL GROWTH OUTCOMES DATA

FALL UNDERGRADUATE ADMISSION

	2015	2016	2017	2018
First-Time Freshman Applied	4,768	4,622	3,505	4,889
First-Time Freshman Admitted	1,808	1,657	1,549	2,068
First-Time Freshman Enrolled	210	204	317	276
Average ACT Comp	19	19	18	18
Average HS GPA	3.0	3.0	2.9	2.8

FALL ENROLLMENT

	2015	2016	2017	2018
Total Headcount	1,586	1,736	1,926	1,781
Undergraduate	1,433	1,568	1,757	1,667
Graduate	153	168	169	114
Full-Time	1,192	1,143	1,219	1,130
Part-Time	394	593	707	651
FTE (Full-Time + 1/3 Part-Time)	1,323	1,341	1,455	1,347
Female	922	1,048	1,136	1,048
Male	664	688	790	719
Black, Non Hispanic	812	804	918	819
White, Non Hispanic	505	432	374	264
Nonresident Alien	17	22	34	16
Other Races	252	478	600	682
In-State	1,087	1,258	1,374	1,280
Out-of-State	499	478	552	501
Age 24 or younger	71%	71%	75%	76%
Age 25 or older	29%	29%	25%	24%

FIVE LARGEST FALL ENROLLMENT BY STATE

	2015	2016	2017	2018
Kentucky	1,005	1,243	1,242	1,205
Ohio	120	111	149	139
Michigan	91	78	119	109
Illinois	103	89	102	89
Indiana	70	64	80	74



INSTITUTIONAL GROWTH OUTCOMES DATA

FALL ENROLLMENT BY SERVICE COUNTY

	2015	2016	2017	2018
Anderson	56	51	53	41
Franklin	246	455	356	298
Henry	54	93	67	31
Owen	13	9	104	97
Scott	28	32	27	15
Shelby	36	75	27	30

DEGREES AWARDED

	2014-15	2015-16	2016-17	2018
Certificates			3	7
Associate Degrees	62	43	43	52
Bachelor Degrees	270	276	315	222
Master's Degrees	52	45	40	57
Doctoral Degrees				6
Total Degrees Awarded	384	364	401	344

TOP TEN ENROLLMENT BY KY COUNTY

	2015	2016	2017	2018
Anderson	56	51	53	41
Fayette	157	196	164	176
Franklin	246	455	356	298
Henry	54	93	67	31
Jefferson	160	124	183	195
Jessamine	50	17	32	151
Knott	17	24	21	29
Owen	13	9	104	97
Scott	28	32	27	15
Shelby	36	75	27	30

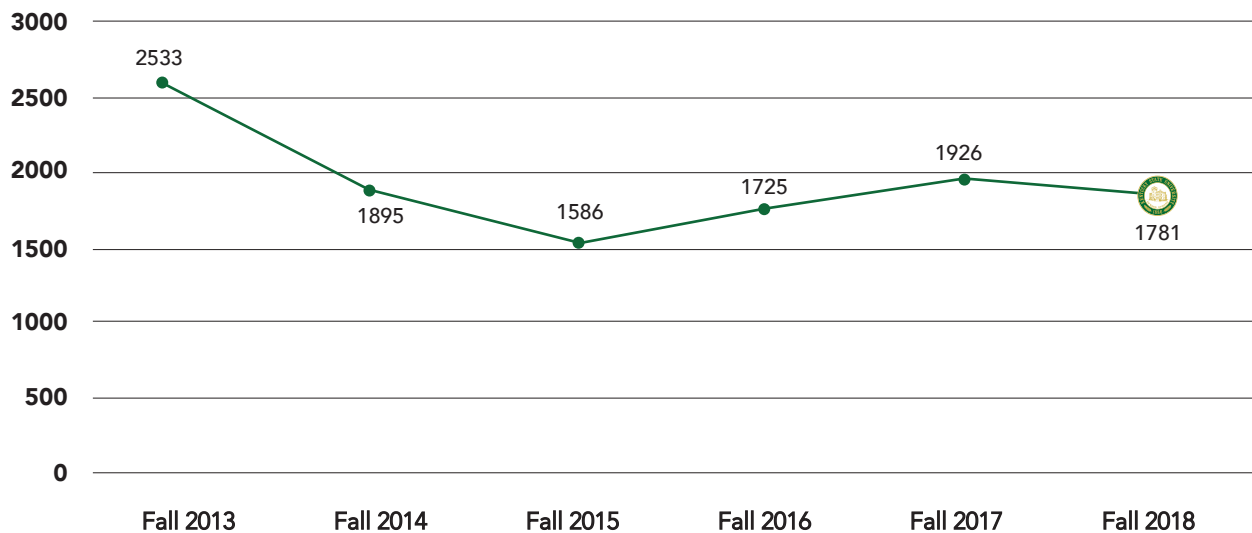


2018 MANAGEMENT AND IMPROVEMENT DATA

HEADCOUNT & ENROLLMENT

Kentucky State University has stabilized the previous sharp declines in student headcount and full-time equivalent (FTE) student enrollment. However, the university has historically used a liberal definition of “open-access” that does not align with available revenue to support academic enrichment services. A clear focus on “student-success” now defines all university planning activities. With the launch of a new campus recruitment and enrollment center, the institution has the proper structure to narrow our admission focus to those students most likely to persist and complete a degree at Kentucky State University.

FALL HEADCOUNT



INSTITUTIONAL PROFILE

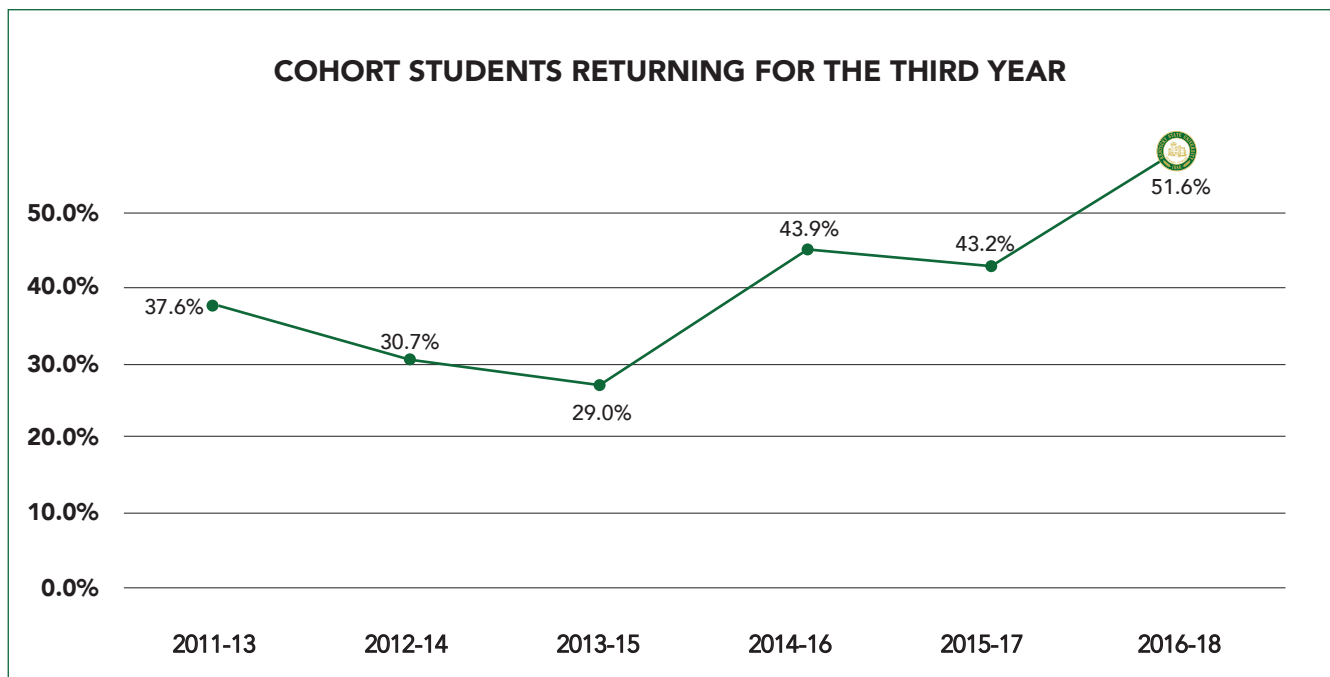
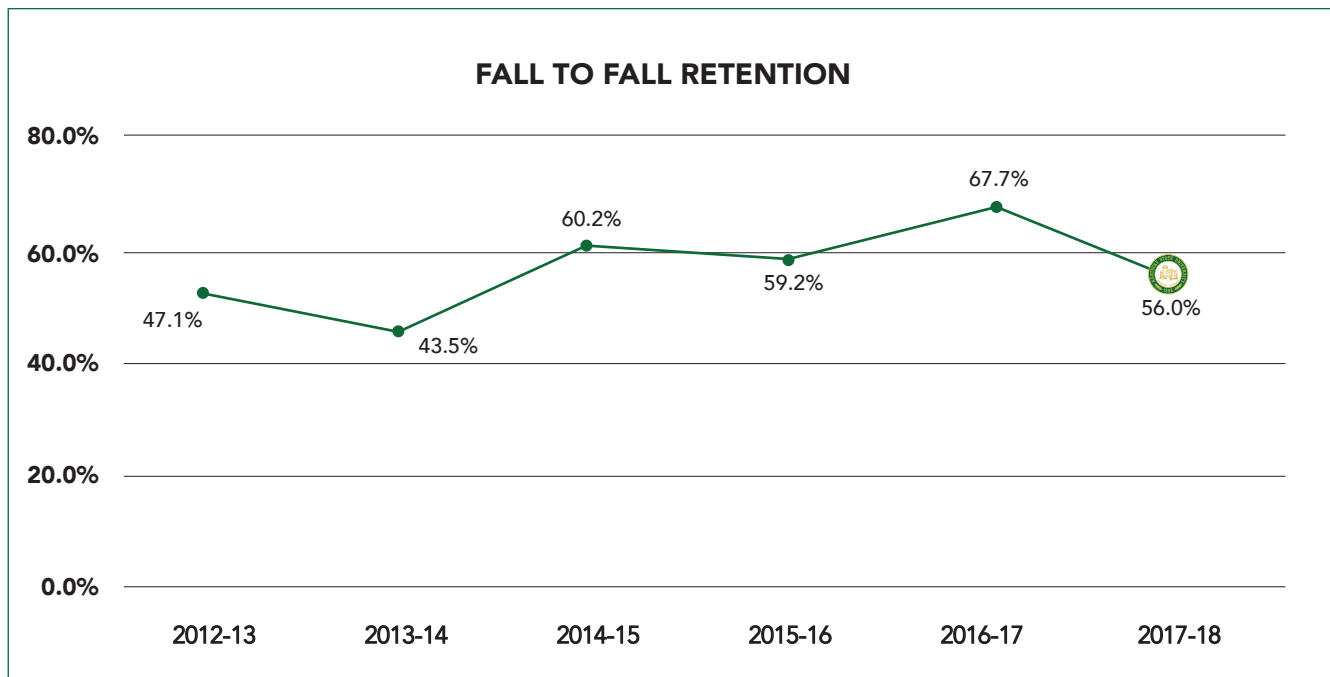
- In 2018, nearly 72% of KSU undergraduates are Kentucky residents.
- In 2018, 43% of students will be the first in their families to earn a college degree.
- 72% of AY 2018 Kentucky State graduates were either first-generation, low-income, or both.
- 76% of graduates who sought and gained employment were employed the state of Kentucky.



MANAGEMENT AND IMPROVEMENT DATA

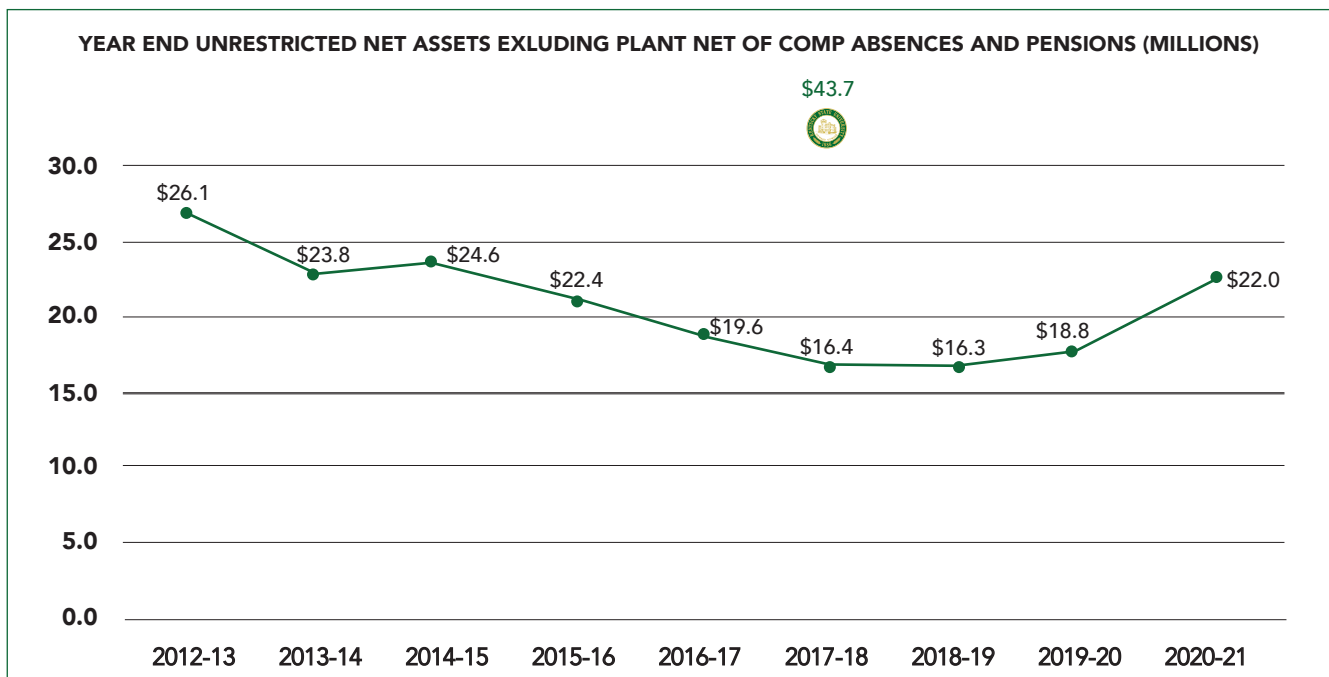
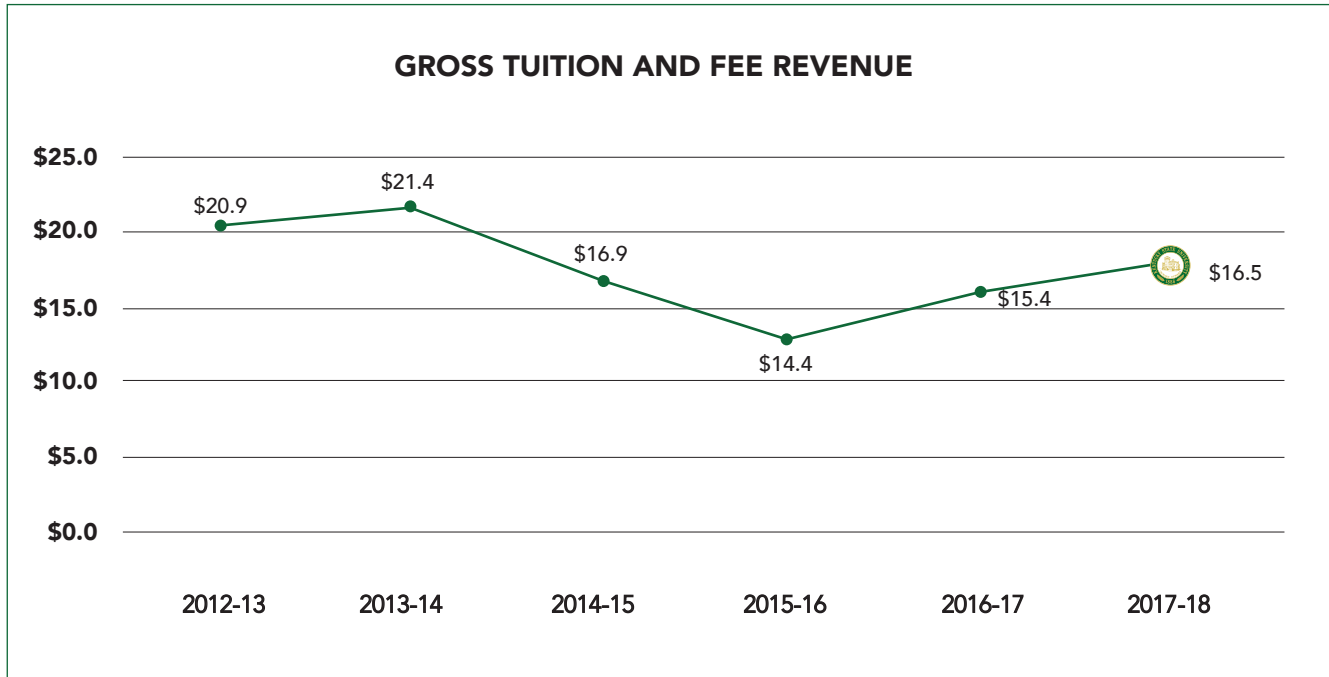
RETENTION & PROGRESSION

Over the years, Kentucky State University had an over-reliance on recruiting “significantly” underprepared students, who often did not have a financial path to complete a college degree. While massive loss of enrollment due to nonpayment of bill balances continues to diminish, the challenge of assisting low-income and first-generation college students close the financial gap persists. On campus the top three reasons for student attrition are inability to pay the tuition and fee bill, failure to make academic progress, and disappointment with campus facilities and/or programming. Efforts are ongoing to abate each of these concerns. While the campus is at or above national enrollment trends among historically black institutions, Kentucky State University is below other CPE campuses.



TUITION & REVENUE

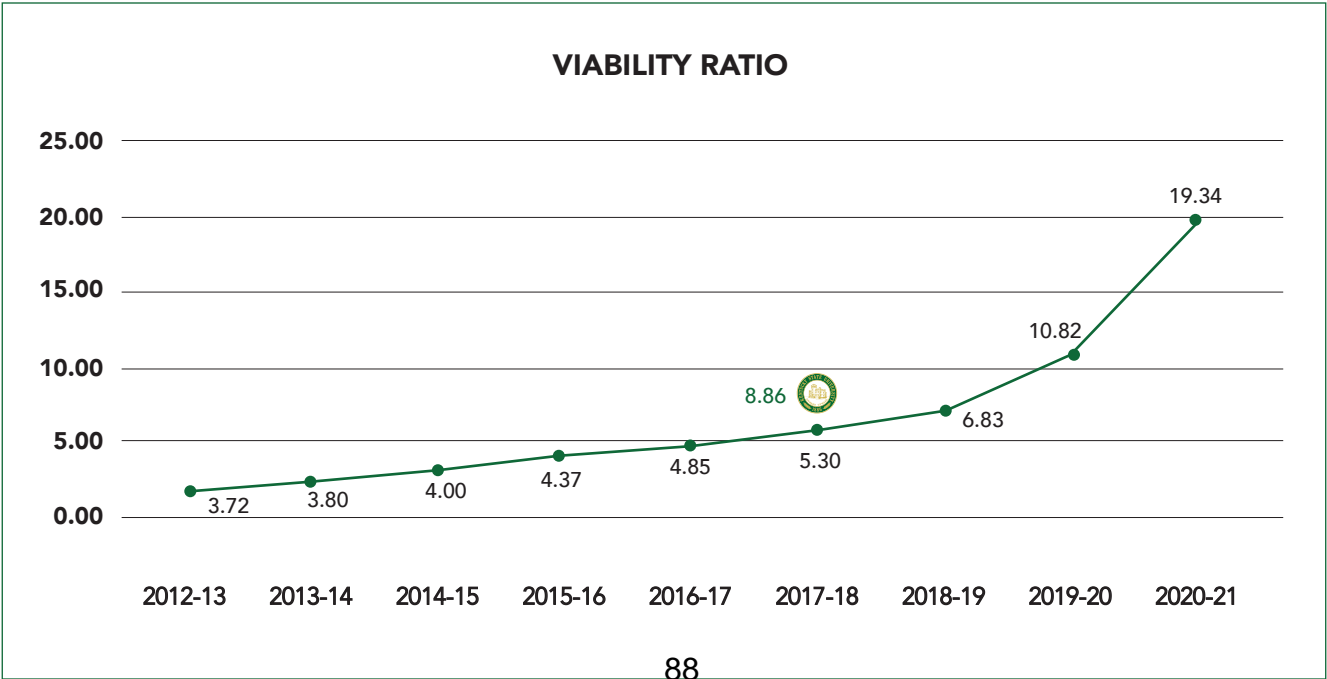
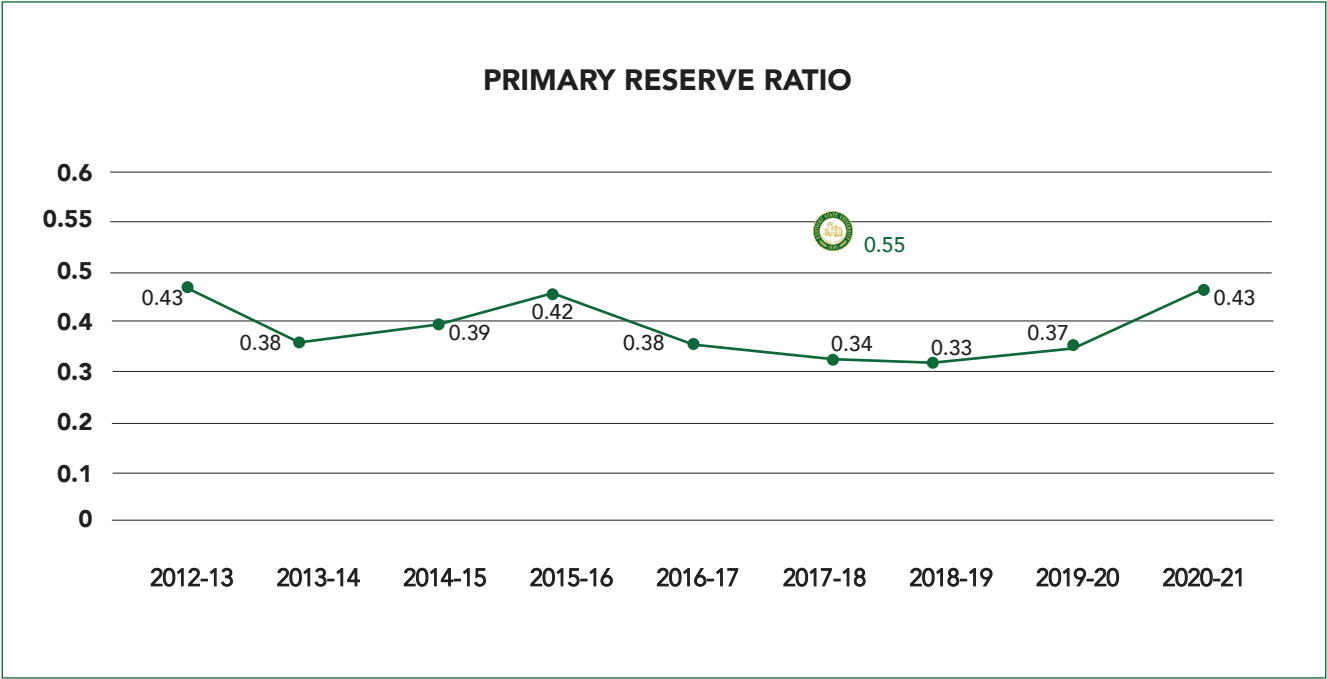
The health and stability of student enrollment is mirrored in tuition and fee revenue. Gross tuition and fee revenues have again increased this year to \$16.5 million. Kentucky State University is in the middle of preparing for our on-campus visit for the decennial Southern Association of Colleges and Schools Commission on Colleges review. Current financials provide essential evidence of fiscal stability. Additionally, a review of the audit shows a healthy balance between sources of revenue.



FINANCIAL RATIOS & STABILITY

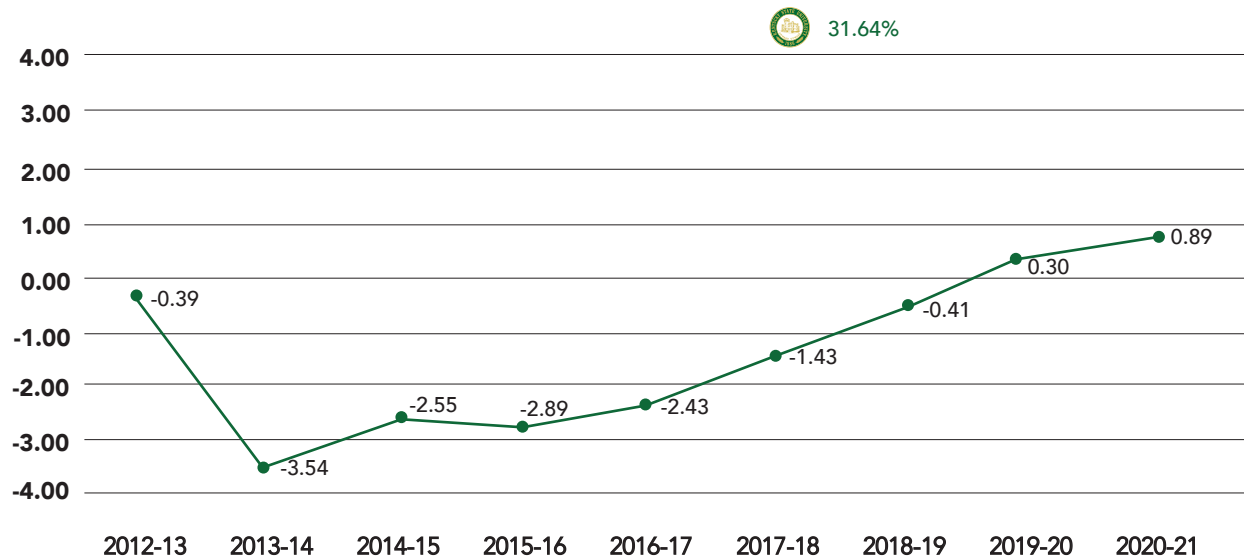
Kentucky State University is delicately attempting to raise admissions standards, maintain enrollment growth, reduce unnecessary expenditures, address deferred maintenance, beautify the campus, and conserve for unclear pension costs. The campus has shown improved fiscal health while managing this complex fiscal terrain. The campus management team has a clear focus on priorities that advance student success and stakeholder confidence. Declines in state support in pursuit of the equilibrium of performance funding, necessary governmental expenditures, and shifts in the land-grant appropriation remain challenges to continued success. The CPE-approved Management and Improvement Plan did not include reductions in any state appropriation. There was also a commitment to one-time funds to support student success activities that have not been appropriated.

Despite the absence of the agreed state appropriations, the campus continues to balance revenues and expenditures. The CPE-approved plan also authorized the utilization of fund balances to stabilize operations. Kentucky State University has not used reserve funds for annual operations in the past two years. On each Governmental Accounting Standards Board standard and Composite Financial Index ratio, the campus continues to evidence improved fiscal health and stability. One of the key threats to continued fiscal stability is any change in unrestricted net assets excluding plant and net of compensated absences and pensions given liabilities to both the Kentucky Retirement System and the Kentucky Teachers' Retirement System.

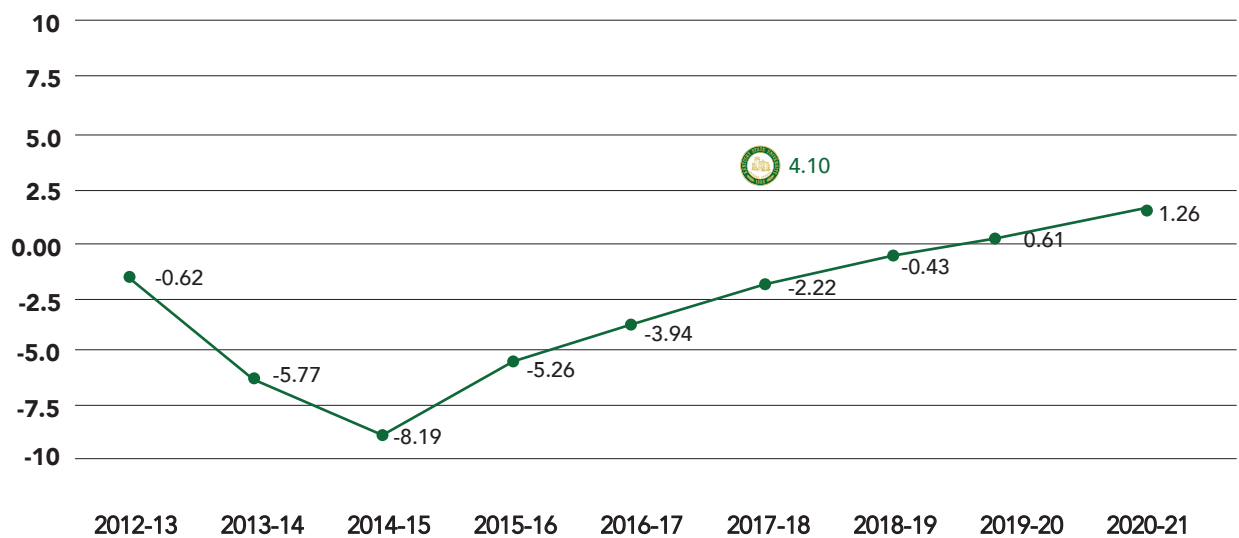


MANAGEMENT AND IMPROVEMENT PLAN - FINANCIAL RATIOS

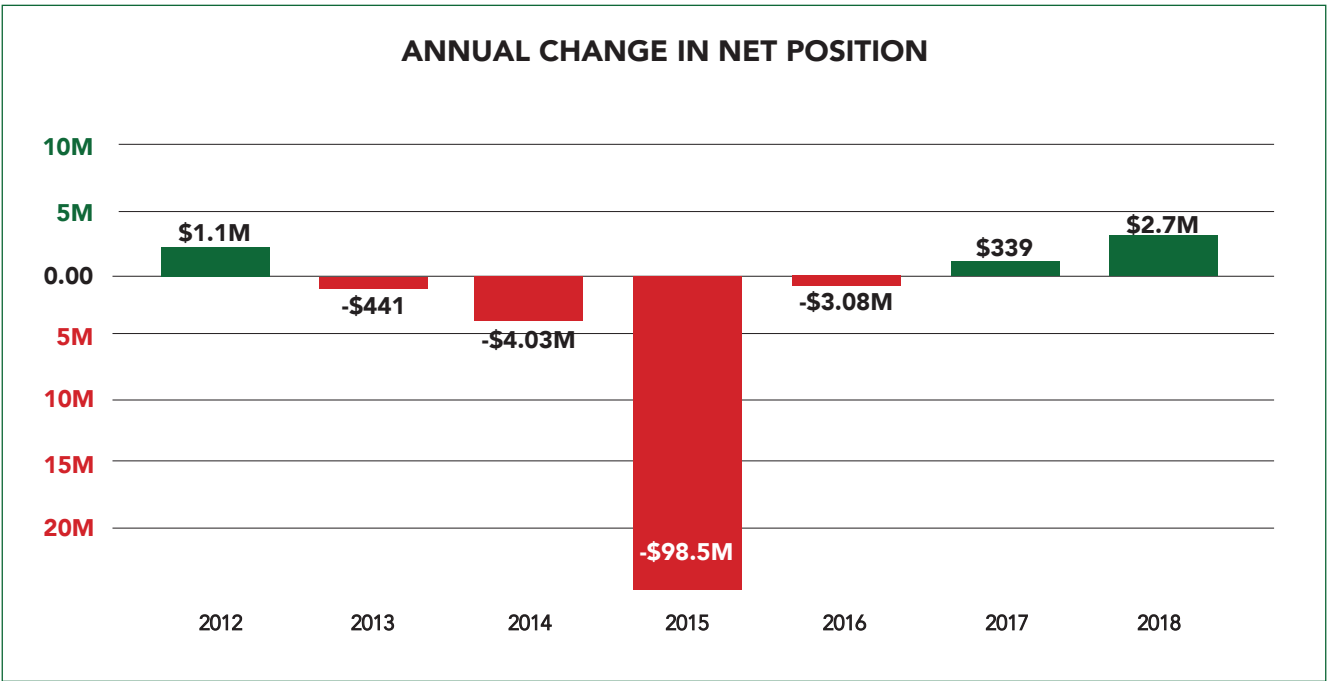
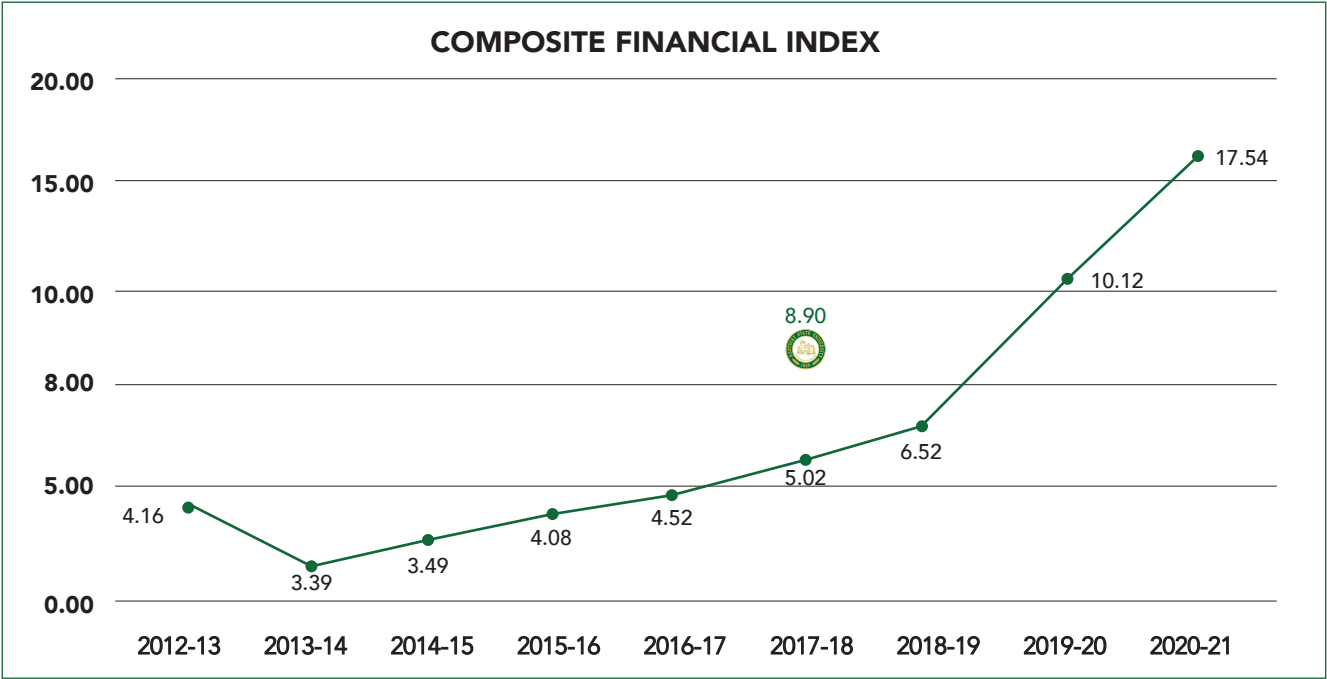
RETURN ON NET ASSETS RATIO



NET OPERATING REVENUES RATIO



MANAGEMENT AND IMPROVEMENT PLAN - FINANCIAL INDEX





MANAGEMENT & IMPROVEMENT PLAN SUMMARY

As required in HB 303, this submission is Kentucky State University's annual report of the prior year's financial results. The data illustrates the continued improvement on each metric and particular success in unrestricted net asset factors that comprise the Composite Financial Index. The disaggregated charts detail the actual results for each measurable goal. All data in this update are from CPE databases and completed annual financial audits by Crowe LLP.

Kentucky State University has continued to implement cost containment strategies, including staff reductions, elimination of vacant positions, reorganization of administrative and academic functions, elimination or renegotiation of contracts, and the discontinuance of academic programs with the elimination of related faculty. These actions, while difficult, have positioned the campus to function within its current revenue stream.

Kentucky State University's promise to our students, the Commonwealth, our nation, and the world is to provide an education that provides opportunity for quality work and productive lives. We have sharpened our focus to concentrate on brand identity, academic excellence and research, student success, strategic enrollment growth, economic development and community outreach, and philanthropic giving and alumni engagement. While enrollment has stabilized, the University must significantly enhance the retention and completion rates over time. Financial health married to academic strength are necessary for complete transformation and sustainability of over the long term.

Kentucky State University's progress in meeting the metrics set forth by the General Assembly and the Council on Postsecondary Education provides the information necessary to evaluate funding needs for the University and to have confidence in the path to stability that the University will follow. Even more, the data makes a compelling case for continued investment by the Commonwealth of Kentucky in solidifying the progress made over the last two years. Kentucky State University continues to race toward achievement of all benchmarks.

METRIC	TARGETS AND ACHIEVEMENTS					
	ACTUAL 2015-16	ACTUAL 2016-17	ACTUAL 2017-18	TARGET 2018-19	TARGET 2019-20	TARGET 2020-21
Headcount	1,586	1,757	1,926	1,950	2,100	2,100
Primary Reserve Ratio	0.42	0.59	0.55	0.33	0.37	0.43
Viability Ratio	4.37	8.09	8.86	6.83	10.82	19.34
Return on Net Assets Ratio	-2.89%	4.06%	31.64%	-0.41%	0.30%	0.89%
Net Operating Revenues Ratio	-5.26	0.51	4.10	-0.61	0.43	1.26
Composite Financial Index	4.08	8.35	8.90	6.52	10.12	17.54
Use of Reserve for Ongoing Expenses	\$3,083,960	\$0	\$0	\$0	\$0	\$0

KENTUCKY STATE UNIVERSITY
400 EAST MAIN STREET
FRANKFORT, KY 40601

#KSUFORWARD

WWW.KYSU.EDU

TITLE: 2019 Legislative Session Update

DESCRIPTION: Council members will be briefed on the activities taken thus far during the 2019 Legislative Session. Additionally, staff will present the Council with an up-to-date bill chart at the meeting.

PRESENTERS: Ron Carson, Legislative Liaison, CPE
Travis Powell, Vice President & General Counsel, CPE
David McFaddin, Vice President, ECU & Convener of BULLs

SUPPORTING INFORMATION

The 2019 Legislative Regular Session convened on January 8, and is scheduled for SINE DIE on March 29. The so-called short 30-day session came about as a result of the Constitutional Amendment adopted in 2000 and, as a result, the first short session occurred in 2001. The 2019 session is the tenth short session. Pursuant to Section 36 of the Kentucky Constitution, any bill raising revenue or appropriating funds adopted during a short session requires a super majority of 60% of the membership of both chambers for passage. Thus, in the House it would require 60 votes of its 100 members, and in the Senate, 23 votes of its 38 members.

Senate Leadership

- Sen. Robert Stivers from Clay County remains Senate President.
- Sen. David Givens from Green County resumes his previous role as Senate President Pro Tem.
- Majority Floor Leader Sen. Damon Thayer from Scott County retains that role.
- Majority Caucus Chair Sen. Julie Raque Adams from Jefferson County replaces Sen. Dan Seum
- Sen. Raque Adams is only the second woman to serve in Senate Leadership, the first being former Sen. Katie Stine from northern Kentucky.
- Sen. Mike Wilson from Warren County remains as Majority Whip.
- Key committee chairs for the Council remain Sen. Max Wise from Taylor County, chair of the Senate Education Committee; and Sen. Chris McDaniel from Kenton County, chair of the Senate Appropriations and Revenue Committee.

House Leadership

- Rep. David Osborne from Oldham County is the House Speaker, and he previously served as the acting Speaker and Speaker Pro Tem.
- The new Speaker Pro Tem is Rep. David Meade from Lincoln County.
- The House Majority Floor Leader is Rep. John “Bam” Carney from Taylor County, taking over for the previous Majority Floor Leader Rep. Jonathan Shell, who lost his primary election.
- The Majority Caucus Chair is Rep. Suzanne Miles from Daviess County. Her father, the late Billy Joe Miles, served as chair of the University of Kentucky Board of Trustees in the late 1990’s and early 2000’s.
- Rep. Miles is only the second woman to serve in House Leadership following former Rep. Sannie Overly from Bourbon County.
- The new Majority Whip is Rep. Chad McCoy from Nelson County.
- Key committee chairs for the Council remain Rep. Steve Rudy from McCracken County, chair of the House Appropriations and Revenue Committee; and the new chair of the House Education Committee, Rep. Regina Huff from Whitley County.

Results from the 2018 Election

- The Senate: Prior to the election, Republicans held a super majority in the Senate and, as a result of the election, its super majority was retained.
- The House: Prior to the election, Republicans held a super majority in the House and, as a result of the election, its super majority was retained.

Activity during Part I of the session: Part 1 of the legislative session began on Tuesday, January 8, and concluded on Friday, January 11. During those five legislative days, the General Assembly elected its leadership in both the Senate and the House, named committee and subcommittee chairs, named committee members and adopted rules of procedure.

The Issues: Arguably, the most important issue facing the 2019 session is the Commonwealth’s troubled state pension systems. In addition to pension issues, the 2019 General Assembly is also likely to address, among other subjects: tax reform, criminal justice reform, medical marijuana, school safety, the electronic filing of campaign finance reports, changing the year of elections for Constitutional Officers, and local school site-based decision making (SBDM) reform.

The BULLs (Biennial University Legislative Liaisons): The BULLs, an informal group created in the early 1980s, are the institutional staff who inform and advocate for postsecondary education issues writ large as well as specific institutional priorities. The current composition of the BULLs is as follows:

- University of Kentucky - Mr. Bart Hardin and Mr. Chris Crumrine
- University of Louisville - Ms. Shannon Rickett
- Eastern Kentucky University - Dr. David McFaddin and Mr. Ethan Witt
- Kentucky State University - Ms. Rachelle Johnson
- Morehead State University - Ms. Jane Fitzpatrick
- Murray State University - Mr. Jordan Smith
- Northern Kentucky University - Mr. Adam Caswell
- Western Kentucky University - Ms. Jennifer Smith
- Kentucky Community and Technical College System - Mr. Brian Perry
- Association of Independent Kentucky Colleges and Universities – Mr. Gary Cox
- Kentucky Higher Education Assistance Authority – Ms. Erin Klarer

THE BALLOT 2019

These Kentuckians have filed for the statewide offices and will be on the primary ballot in May.

Governor and Lieutenant Governor

Democrats

Rocky Adkins, Sandy Hook,
and Stephanie Horn, Louisville
Andy Beshear, Louisville,
and Jacqueline Coleman, Mercer Co.
Adam Edelen, Lexington,
and Gill Holland, Louisville
Geoff Young, Lexington,
and Josh French, Elizabethtown

Republicans

Matt Bevin (Incumbent), Louisville,
and Ralph Alvarado, Winchester
Robert Goforth, East Bernstadt,
and Mike Hogan, Lawrence County
Ike Lawrence, Lexington,
and James Anthony Rose, Lexington
William Woods, Corinth,
and Justin Miller, Florence

Secretary of State

Jason Belcher, D-Harold
Jason Griffith, D-Whitesburg
Heather French Henry, D-Louisville
Geoff Sebasta, D-Lexington

Michael Adams, R-Lyndon
Andrew English, R-Crestwood
Stephen Knipper, R-Independence
Carl “Trump” Nett, R-Louisville

Attorney General

Greg Stumbo, D-Prestonsburg
Daniel Cameron, R-Louisville
Wil Schroder, R-Wilder

Auditor of Public Accounts

Kelsey Hayes Coots, D-Louisville
Drew Curtis, D-Lexington
Sheri Donahue, D-Louisville
Chris Tobe, D-Anchorage
Mike Harmon (Incumbent), R-Danville

State Treasurer

Michael Bowman, D-Louisville
Josh Mers, D-Lexington
Allison Ball (Incumbent), R-
Prestonsburg

Commissioner of Agriculture

Robert Harley, Conway, D-Georgetown
Joe Trigg, D-Glasgow
Bill Polyniak, R-Lexington
Ryan Quarles (Incumbent), R-
Georgetown

TITLE: Expiration of Administrative Regulations

DESCRIPTION: Council members will be briefed on the effects of HB 50 (2017) and action that will need to be taken by the Council at a future meeting.

PRESENTERS: Travis Powell, General Counsel & Vice President, CPE

SUPPORTING INFORMATION

House Bill 50, passed in the 2017 Regular Session, requires that action be taken on administrative regulations at least every seven (7) years or the regulation will be repealed. Action can be in the form of certification that the agency either intends to keep the regulation in effect “as is,” or amend the regulation in the next 18 months. The first date of expiration is July 1, 2019 for regulations last adopted or amended on or before July 1, 2012.

The following Council regulations will expire July 1, 2019 unless action is taken.

[13 KAR 1:020 - Campus security, private institutions](#)

[13 KAR 1:050 - Licensed out-of-state college's eligibility for Kentucky tuition grant](#)

[13 KAR 2:025 – College preparatory education](#)

[13 KAR 2:050 – Tuition at public institutions of higher education in Kentucky](#)

[13 KAR 2:070 – Administrative hearing procedures for determination of residency status](#)

[13 KAR 2:080 – State Autism Training Center](#)

[13 KAR 2:100 – Campus security, public institutions](#)

Mr. Powell will discuss with the board options on how to move forward on these regulations. Action can be taken at the April meeting.

TITLE: Reorganization of the Kentucky adult education program

DESCRIPTION: Council members will be briefed on the activities taken thus far since the release of Executive Order 2019-027.

PRESENTERS: Travis Powell, Vice President & General Counsel, CPE

SUPPORTING INFORMATION

On January 7, 2019, Governor Bevin signed Executive Order 2019-027. The order relocated the Kentucky Adult Education program from the Council on Postsecondary Education to the Office of Adult Education, housed within the Department of Workforce Investment, in the Education and Workforce Development Cabinet. A copy of the executive order, which was signed effective December 16, 2018, is attached.

Since that time, Council staff have collectively worked with the related cabinets and departments to make this as seamless a transition as possible. Mr. Powell will provide some additional information on the order's effect on Council operations.



MATTHEW G. BEVIN
GOVERNOR

EXECUTIVE ORDER

Secretary of State
Frankfort
Kentucky

2019-027
January 7, 2019

RECEIVED AND FILED
DATE January 9, 2019
10:23 am

AUSON L. LUTHE, BRIAN GRIMES
SECRETARY OF STATE
COMMONWEALTH OF KENTUCKY
BY R. Adler

**RELATING TO THE REORGANIZATION OF THE
COUNCIL ON POSTSECONDARY EDUCATION**

WHEREAS, this Administration desires and will implement more effective and efficient management of state government operations; and

WHEREAS, it is the responsibility of state government to provide the citizens of this Commonwealth with an economical and efficient governmental structure; and

WHEREAS, the Kentucky Adult Education Program is a part of the Council on Postsecondary Education and is responsible for developing and implementing the statewide adult education mission per KRS 164.023; and

WHEREAS, greater efficiency, economy, and improved administration will result from aligning all workforce related functions and programs into one agency to educate, prepare, and train Kentucky's current and future workforce and enhance the provision of services to the citizens of the Commonwealth of Kentucky:

NOW THEREFORE, I Matthew G. Bevin, Governor of the Commonwealth of Kentucky, by virtue of the authority vested in me by the Constitution, Sections 69 and 81, and KRS 12.028, do hereby Order and Direct the following organizational changes within the Council on Postsecondary Education:

- I. The Kentucky Adult Education Program functions within the Council on Postsecondary Education, set forth in KRS Chapters 158, 164, 342, and 533, are hereby transferred to the Office of Adult Education, within the Department of Workforce Investment, Education and Workforce Development Cabinet; provided, however, that with respect to the Federal Adult Education and Family Literacy Act (AEFLA) program (Title II of the Workforce Innovation and Opportunity Act), until the U.S. Department of Education approves the transfer of the AEFLA grant from the Council on Postsecondary Education to the Education and Workforce Development Cabinet and issues an AEFLA grant award notice to the Education and Workforce Development Cabinet, 1) the Council on Postsecondary Education shall remain the eligible agency with authority to draw down AEFLA funds, and 2) no AEFLA funds shall be transferred from the Council on Postsecondary Education to the Education and Workforce Development Cabinet.



MATTHEW G. BEVIN
GOVERNOR


EXECUTIVE ORDER

Secretary of State
Frankfort
Kentucky

2019-027
January 7, 2019

- II. The Education and Workforce Development Cabinet, the Council on Postsecondary Education, the Finance and Administration Cabinet, Office of the State Budget Director, and the Personnel Cabinet shall take all necessary action to effectuate the provisions of this Order.

This Order is effective December 16, 2018.


MATTHEW G. BEVIN, Governor
Commonwealth of Kentucky


ALISON LUNDERGAN GRIMES
Secretary of State



MATTHEW G. BEVIN
GOVERNOR

EXECUTIVE ORDER

Secretary of State
Frankfort
Kentucky

2019-027
January 7, 2019

REORGANIZATION PLAN

INTRODUCTION

The mission of the Education and Workforce Development Cabinet ("EWDC" or "the Cabinet") is to educate, prepare and train Kentucky's current and future workforce. The Cabinet's work is wide-ranging, focusing on lifelong learning with an ultimate goal of helping businesses find the skilled workers they need to compete and to grow Kentucky's economy. The Cabinet works to create a system that prepares Kentuckians for the 21st Century workforce, reduces Kentucky's skills gap, increases its workforce participation rate, and closes the socioeconomic achievement gap. In order to most efficiently accomplish its mission, the Cabinet's reorganization is directed at better aligning all workforce related organizational structures and/or programs so the work may be streamlined in a strategic and fiscally responsible manner.

SUMMARY OF PLAN

First, the Reorganization is designed, in part, to bring all fiscal functions of the Cabinet to the level of the Cabinet and its management to enable direct oversight and review. Currently, many fiscal functions have been occurring at the level of the Department for Workforce Investment, rather than at the Office of the Secretary. By consolidating all fiscal functions at the Cabinet level, efficiency will be gained in administrative and support functions. In addition, the oversight will enhance strategic oversight of Cabinet resources.

To effectuate this organizational realignment, the Cabinet proposes to rename the current Office of Administration and Budget to be called the Office of Administrative Services and to abolish the current Division of Administrative Services and its Procurement Branch, Facilities Management Branch, Building Maintenance Section and Property Management Section. EWDC also proposes to create a Division of Operations and Support Services within the Office of Administrative Services that will include the Property Management Branch. EWDC also proposes to create a Division of Fiscal Management within the Office of Administrative Services that will include a Procurement branch and an Accounting branch. EWDC also plans to abolish the current Division of Fiscal and Budget Integrity and its subunits within the Department of Workforce Investment and redistribute the fiscal duties and responsibilities throughout the new Division of Fiscal Management and the Office of Administrative Services. The monitoring and compliance duties performed by the current Division of Fiscal and Budget Integrity will be redistributed within the Department for Workforce Investment. Last, two new branches will be created in the Division of Human Resources, including the Human Resources Branch and the Talent Management Branch.

Second, the Cabinet proposes to establish an Office of the Kentucky Workforce Innovation Board that is attached to the Office of the Secretary. Currently, there is not an office established for this federally required board.

Third, the Cabinet proposes to abolish the current Office of Employment and Training within the Department of Workforce Investment and its divisions, branches, and sections. This includes the Division of Unemployment Insurance and its substructures, the Division of Apprenticeship and the Division of Workforce & Employment Services and



MATTHEW G. BEVIN
GOVERNOR

EXECUTIVE ORDER

Secretary of State
Frankfort
Kentucky

2019-027
January 7, 2019

its substructure, as well as the Systems Helpdesk Branch. Within the Department for Workforce Investment, the Cabinet will create a new Office of Unemployment Insurance along with the following nine (9) branches and eighteen (18) sections:

- 1) Benefits Branch, which will contain:
 - 1) State and Federal Claims Section
 - 2) Employer Chargeability Section
 - 3) Call Centers Section
 - 4) Interstate Section
 - 5) Records/Imaging Section
- 2) Tax Audit Branch, which will contain:
 - 1) Area I Audit Section
 - 2) Area II Audit Section
 - 3) Area III Audit Section
 - 4) Area IV Audit Section
- 3) Tax Enforcement Branch, which will contain:
 - 1) Employer Status Section
 - 2) Employer Accounts Section
 - 3) Delinquency Collections Section
- 4) Quality Control Branch, which will contain:
 - 1) Data Validation/Reporting Section
 - 2) Unemployment Insurance Performs Section
- 5) Adjudication Branch, which will contain:
 - 1) Disputed Claims Investigations Separations I Section
 - 2) Disputed Claims Investigations Separations II Section
 - 3) Adjudicated Non-Separations Section
- 6) Unemployment Insurance Integrity Branch, which will contain:
 - 1) Benefits Payment Control Section
- 7) Unemployment Insurance Hearing I Branch
- 8) Unemployment Insurance Hearing II Branch
- 9) Support Branch

Within the Department for Workforce Investment, the Cabinet will also create a new Office of Employer and Apprenticeship Services and a new Office of Career



MATTHEW G. BEVIN
GOVERNOR

EXECUTIVE ORDER

Secretary of State
Frankfort
Kentucky

2019-027
January 7, 2019

Development, along with its six (6) branches and twelve (12) sections. The proposed six (6) branches and twelve (12) sections for this new Office of Career Development are as follows and shall continue to serve as statewide career centers:

- 1) East Central Region Branch, which will contain:
 - 1) Covington Area Section
 - 2) Lexington Area Section
- 2) West Central Region Branch, which will contain:
 - 3) Louisville Area Section
 - 4) Elizabethtown Area Section
- 3) West Region Branch, which will contain:
 - 5) Paducah Area Section
 - 6) Hopkinsville Area Section
 - 7) Owensboro Area Section
- 4) East Region Branch, which will contain:
 - 8) Morehead Area Section
 - 9) Hazard Area Section
 - 10) Prestonsburg Area Section
- 5) South Region Branch, which will contain:
 - 11) Somerset Area Section
 - 12) Bowling Green Area Section
- 6) Systems Management Branch

As a result of the changes enumerated above, the Division of Apprenticeship will be abolished and its positions and functions and all functions of the Employer Services Branch within the current Division of Workforce and Employment Services will be reorganized into the newly established Office of Employer and Apprenticeship Services. In addition, a majority of the programs currently provided within the Individual Customer Services Branch within the current Division of Employer and Apprenticeship Services will be reorganized into the newly established Office of Career Development.

Fourth, the Cabinet will establish a new Office of Adult Education (KY Skills U) within the Department for Workforce Investment and all Adult Education programmatic functions, people, files, funding and resources currently performed and housed at the Council of Post-Secondary Education (CPE) will be transferred to this office; provided, however, that until the U.S. Department of Education approves the transfer of the federal Adult Education and Family Literacy Act (AEFLA) grant from CPE to the EWDC, CPE shall remain the eligible agency with authority to draw down AEFLA funds and no AEFLA funds shall be transferred from CPE to the EWDC. Adult Education is a required partner under the federal Workforce Innovation and Opportunity Act (WIOA), and as such the alignment of Adult Education within the Department will better enable cohesive management and structuring of services directed at similar interested parties and stakeholders.



MATTHEW G. BEVIN
GOVERNOR

EXECUTIVE ORDER

Secretary of State
Frankfort
Kentucky

2019-027
January 7, 2019

Fifth, the Cabinet proposes to abolish the current Unemployment Insurance Commission within the Office of Employment and Training. EWDC proposes to recreate the Unemployment Insurance Commission at the Department of Workforce Investment. As pursuant to KRS 341.110 (1) there shall be an Unemployment Insurance Commission composed of the secretary or his or her duly authorized representative, as ex officio chairman and two (2) members appointed by the Governor. Additionally, as pursuant to KRS.341.115 (1) the commission shall determine its own organization and methods of procedure.

Last, the Cabinet will establish a Compliance Assistance Branch and a Monitoring Branch within the Department for Workforce Investment. The Compliance Assistance Branch will be responsible for compliance duties that are currently performed by the Individual Customer Services Branch and the Employer Customer Services Branch within the Department for Workforce Investment's existing Division of Workforce and Employment Services. The Monitoring Branch will be responsible for the monitoring duties that are currently performed by the Monitoring and Accountability Branch within the Department for Workforce Investment's existing Division of Fiscal and Budget Integrity.

PERSONNEL IMPACT

This reorganization does not propose to lay off any state employees. Approximately four hundred sixty-three (463) positions will be impacted internally. An additional thirty-three (33) non-merit staff will transfer to the Cabinet from CPE and continue to exist as non-merit staff. As the Adult Education staff will transfer to the Cabinet, it will be necessary to increase the overall personnel cap. In addition, three (3) merit positions will need to be reclassified as fewer managerial positions will be needed in the new structure. Four (4) non-merit positions will also need to be changed to reflect different classifications, due to there being a greater need for policy and programmatic oversight and a lesser need managerial positions in the new structure.

FISCAL IMPACT

This reorganization will not require additional funding as current funding sources allocated for the existing organizational structures shall be transferred to the appropriate organizational units within the new organizational units. Crosswalks for appropriation and allotment transfers will be provided to the office of State Budget Director, Governor's Office for Policy and Management and to the Finance and Administration Cabinet.

NET EFFECT

Though this reorganization will have little impact on the overall finances of the Executive Branch, this reorganization to rename, realign and restructure these entities/functions is an effort to effectively manage programmatic functions, data and personnel in an effort to create efficiencies within the Cabinet's programmatic and administrative areas of responsibilities. This proposed plan also leverages the Cabinet's workforce obligations with the alignment of integral workforce partners. Additionally, this proposed plan allows the Education and Workforce Cabinet to fulfill its essential priority to educate, prepare and train Kentucky's current and future workforce.

TITLE: Update from the Committee on Equal Opportunities

DESCRIPTION: A summary of the Committee's January meeting activities are below. Council members will be provided additional information on the Diversity Plan review process.

PRESENTERS: Travis Powell, General Counsel & Vice President, CPE
Dawn Offutt, Director of Initiatives for Diversity, Equity, and Inclusion, CPE

SUPPORTING INFORMATION

The Committee on Equal Opportunities met on January 28, 2019 on the campus of Elizabethtown Community and Technical College. Some highlights from this meeting are detailed below:

Elizabethtown Community and Technical College Spotlight: Dr. Juston C. Pate, President of ECTC, welcomed attendees to the campus and commended the staff for their work in support of diversity, equity and inclusion. He spoke of ECTC's commitment to closing the gaps. Staff and students shared information on ECTC's diversity, equity and inclusion efforts as they relate to opportunity, success and impact for low-income and underrepresented minority students. Programs and departments highlighted included a discussion of programs and resources in the Educational Excellence Center (such as Emancipation Day, Hispanic Heritage Month Celebrations and tutoring); a discussion of Career Services and their partnership with Dow; and Student Support Services and their services and resources for veterans. Students shared the impact of the programs and resources after each presentation.

Diversity Plans Report: The Diversity Plan Report Review process was reviewed in anticipation of the upcoming submissions on March 1, 2019. Below is the timeline for the review process:

March 4, 2019	Mock scoring begins
March 11, 2019	Mock scoring ends
March 12-15, 2019	Two-hour calibration meeting via Zoom

March 18, 2019	Live scoring begins –review team provided with campus diversity plans, annual report, and a worksheet.
April 28, 2019	Live scoring ends
April 29, 2019	Six-hour meeting at the quarterly CEO meeting (consensus scoring)

Remaining 2019 CEO Meeting Dates & Locations

- April 29, 2019 – Morehead State University
- June 24, 2019 – University of Louisville
- October 28, 2019 – To be confirmed

TITLE: Executive Committee Report

DESCRIPTION: Chair Sherrill Zimmerman will report on the executive committee's actions at the January 23 and 31, 2019 meetings.

PRESENTERS: Sherrill Zimmerman, Chair, CPE

SUPPORTING INFORMATION

At its November 16, 2018 meeting, the Council approved the two-year contract for Dr. Aaron Thompson as president of the Council on Postsecondary Education. The incentive plan portion of the contract was delegated to the executive committee for final negotiation and approval.

The CPE Executive Committee met on January 23, 2019 and January 31, 2019 to discuss that incentive plan addendum, and on January 31, approved the following motion:

An incentive plan addendum shall be added to the presidential contract for Dr. Aaron Thompson, which contains the following provisions:

- Incentives may be earned with a bonus compensation of up to 30 percent of base pay;
- Incentive amounts shall be awarded annually; and
- Incentive bonus amounts shall be determined by the executive committee, and are based upon their agreed completion level of the goals set for the calendar year.

Further, the incentive goals for Dr. Thompson for the 2019 calendar year, which align with the three sections of the statewide strategic agenda, are as follow:

1. Opportunity - Improve College Affordability: Work with institutions and KCTCS to develop and implement tuition and institutional financial aid models to enhance student recruitment, retention and completion.
2. Success - Strengthen Postsecondary-Workforce Alignment: Work with campus leaders, policy makers, and business and industry

leaders to develop and advance strategies to strengthen career pathways for students.

3. Impact - Perform a strategic review of undergraduate academic programs.

TITLE: Reports from the Institutions

DESCRIPTION: Reports from campuses are attached. Campus Presidents attending the meeting will be invited to speak on any topic covered in the reports.

PRESENTERS: None

SUPPORTING INFORMATION

The following campuses submitted “Good News” reports for inclusion in the CPE meeting agenda materials:

- Eastern Kentucky University
- Kentucky Community & Technical College
- Kentucky State University
- Murray State University
- Northern Kentucky University
- University of Kentucky
- University of Louisville
- Association of Independent Kentucky Colleges & Universities

AIKCU GOOD NEWS

The Association of Independent Kentucky Colleges & Universities

News highlights

Happy 200th birthday to **Centre College**, which kicked off its yearlong bicentennial celebration in January during the college's Founders Day festivities.

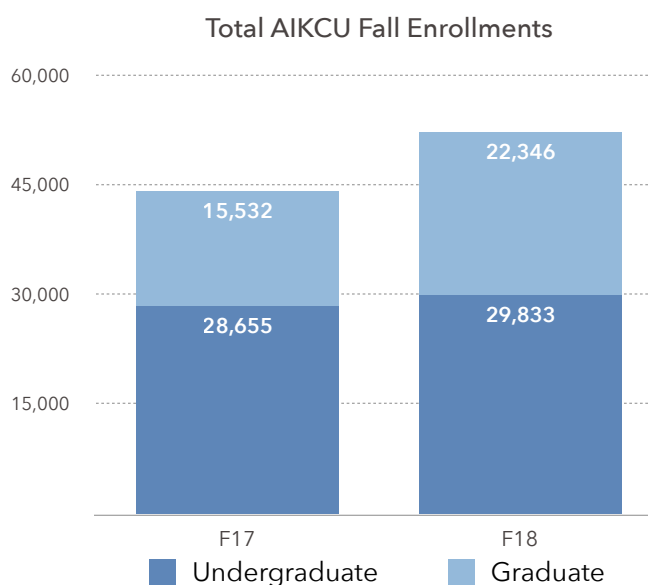
Transylvania University

President Seamus Carey was featured on a recent episode of KET's Connections with Renee Shaw, where he talked about the value of a liberal arts education. Watch: <https://t.co/txZoMpnrtY>

The *BB&T Observatory* at **Thomas More University** has been awarded a \$63,000 grant from the NASA Kentucky Space Grant Consortium to support the research of the observatory's faculty director and two TMU students.

AIKCU President Gary S. Cox and *Vice President Mason Dyer* testified about AIKCU educator preparation programs at a recent meeting of the House Budget Review Subcommittee on Postsecondary Education. Representatives from CPE, KDE, U of L, and Murray State also testified.

Overall AIKCU enrollments climb, led by continued growth in graduate degree seekers



Total headcount enrollment at AIKCU institutions was 52,194 in fall 2018, according to newly released CPE data. That marks an increase of 17 percent over the previous fall.

Total undergraduate enrollments (including part-time and dual credit students) were up 4 percent, with full-time undergraduates up 2 percent. Graduate enrollments jumped 44 percent over the previous fall, led by the continued growth in the number of students pursuing computer science, IT, and information security degrees online, which more than doubled from 5,172 to 10,693.



CPE REPORT

Eastern Kentucky University News for the Council on Postsecondary Education



EKU BOARD BIDS FAREWELL TO TURNER, WELCOMES DIAZ

Eastern Kentucky University's Jan. 9 Board of Regents meeting was uncharacteristically emotional as the Colonel Community bid a fond farewell to outgoing Chair Craig Turner.

The board unanimously elected Regent Lewis Diaz as Turner's successor. A Cuban native, Diaz is ECU's first minority Board of Regents Chair. He graduated from ECU with an undergraduate degree in 2000 and a master's degree in 2002. Today, he is a partner at Dinsmore & Shohl LLP, a national law firm comprised of more than 650 attorneys with locations from Washington, D.C., to Los Angeles, California.

"I know that I can't be Craig Turner. That job is taken and adequately performed," Diaz said. "But I can promise you, Craig and everybody else in the room, I will give it everything I've got, I will serve with passion and with pride, and I will never apologize for expecting Eastern to win."

The January meeting was Turner's last. He chose to step down last year after serving nearly 13 years on the Board of Regents. The former chair's emotional farewell remarks drew a standing ovation from the attendees gathered in the ECU Center for the Arts' Black Box Theater. At the close of the meeting the board passed a resolution naming Turner as Chair Emeritus.

"Every story has a beginning and an end. Between those, we have a collection of moments," he said. "There was a moment 12 ½ years ago that truly changed my life."

That moment was his appointment to the board by former Gov. Ernie Fletcher in 2006. Turner reflected on the personal and professional growth he's experienced during his tenure.

"I've enjoyed a very fulfilling moment to serve as your chair. It has allowed me to work with regents who, I can assure you, care. We have a president

who cares. We have staff who care. And we have faculty who have a deep love for the students that they help mold," Turner said.

ECU's President, Dr. Michael T. Benson, offered a personal sendoff for Turner. He told those gathered that, in just six years knowing each other, Turner had become both a valued colleague and a close family friend, one who has left an indelible mark on ECU.

"It has been said that truly effective leaders have the ability to translate vision into reality," Benson said, noting that the outgoing board chair is an expert in that arena — there are few places one can go in Central Kentucky without seeing "the hand of Craig Turner."

Turner's firm, CRM Companies, develops, owns and manages commercial properties all over the region. He was instrumental in many of the revitalization projects on ECU's campus, including negotiating the public-private partnership that resulted in ECU's newest state-of-the-art residence halls. He and his wife, Madonna, donated funds for Turner Gate, which has become the new face of the University.

"Craig has turned his vision toward Eastern, and what has happened these past five years is nothing short of remarkable. Thanks to his outstanding support and unwavering commitment, we have achieved what many thought was impossible," Benson said.

Turner thanked the president and the board for their kind words, and said Diaz, the rest of the board and the University could handle all challenges in his absence.

"Surprises and challenges remain around every corner. The secret to success is to be prepared to deal with those surprises," he said. "I believe Eastern is prepared. Eastern is in good hands."



NEW STATE POLICE DIGITAL FORENSICS LAB OPENS ON EKU'S CAMPUS

Officials from Eastern Kentucky University and Kentucky State Police joined forces to cut the ribbon — or, rather, a strip of yellow crime scene tape — on a new, first-of-its-kind digital forensics laboratory on EKU's campus Friday.

"This is a win-win situation," said state police Lt. Col. Jeff Medley at a news conference before the ribbon-cutting ceremony. "Kentucky State Police are able to have a satellite lab where we can help train some of the brightest students, who will hopefully come to the Kentucky State Police one day and work with us to help keep the Commonwealth safe."

Thousands of crimes occur in Kentucky every day, and Medley noted that almost every type of incident — from drug offenses to car wrecks to homicides — leaves behind some type of electronic footprint. Uncovering evidence on hard drives, servers, tablets, cell phones, GPS devices and more creates quite a workload for KSP investigators.

The Digital Forensics Laboratory at EKU will act as a satellite to KSP's Electronic Crime Branch in Frankfort, helping manage that workload and speeding up evidence recovery. It will also reduce travel time for eastern Kentucky's many local, state and federal law enforcement agencies that rely on KSP forensic services.

The EKU facility will be staffed by a KSP sergeant and two full-time computer forensic examiners. They will be supported by student interns who are pursuing bachelor's degrees in EKU's Digital Forensics and Cybersecurity program.

"This partnership will allow us, in so many ways, to benefit students through internships and administrative roles, and to give them the hands-on experience that makes the EKU experience so unique," said EKU President Dr. Michael T. Benson. "It is one thing to talk about what you read in a textbook or what you hear in a lecture, but it is quite another to go into a lab ... and apply those lessons."

"That gives our graduates that much more of an advantage," he added.

Four interns have been selected to work in the lab for the Spring 2019 semester. They will work 10-15 hours per week in administrative and support roles, and they will earn one credit hour for every 80 hours of work in the lab.

EKU ONLINE DEGREES RANKED AMONG THE BEST BY U.S. NEWS & WORLD REPORT

For the eighth consecutive year, EKU Online degree programs have been ranked among the best in the nation by U.S. News & World Report. Eastern Kentucky University ranked in the top 30 for Best Online Graduate Nursing Programs. The university also ranked in the top 100 for Best Online Bachelor's Degree Programs and Best Online Graduate Education Programs.

"It's incredibly rewarding to have this level of national recognition for our undergraduate and graduate degree programs," said Tim Matthews, executive director of the Office of e-Campus Learning. "Acknowledgements like these mean that we are achieving our mission of changing lives by offering high-quality online programs in disciplines that positively impact our society."

Programs were evaluated based on engagement among students and faculty; technology and student support; faculty expertise; and assessment by peer institutions. Graduate programs were also judged on their selectivity.

"At EKU, students come first," Matthews said. "We're well-known for the level of support we provide, and online students receive the same individual care as those who choose to study on campus."

EKU offers more than 20 online bachelor's degree programs in areas including business administration, criminal justice, emergency medical care, child and family studies, fire protection, general studies, political science, nursing, communication, paralegal studies, psychology, social work and sport management. Most courses can be completed in eight weeks, which is half the time of the traditional on-campus class. This allows students with jobs or family obligations to take just one or two courses per term and make steady progress toward graduation.

EKU's online graduate nursing programs provide Master of Science in Nursing options for those who want to become family nurse practitioners or psychiatric mental health nurse practitioners. Advanced programs of study include multiple post-MSN certificates and the doctorate of nursing practice degree.

EKU's online graduate education programs include Master of Arts in Teaching programs in interdisciplinary early childhood education, elementary education, middle grades and secondary education. Educators can also choose from nine online Master of Arts in Education options, as well as post-master's degrees, certificates and endorsement preparation programs.

KCTCS GOOD NEWS REPORT

FEBRUARY 2019

KCTCS TRAINING PROPLE TO FILL KENTUCKY JOBS



Tim Leshney is a veteran who graduated from Bluegrass Community and Technical College (BCTC). Like many Kentucky Community and Technical College System (KCTCS) students who are veterans, Tim saw combat in the Middle East. Part of his team was ambushed in Mosel, Iraq, and when Tim and the rest of the team went to help, they also were ambushed. Their vehicles were riddled with bullet holes, but somehow, they managed to escape unharmed.

Tim's story has a happy ending, not only because he survived a terrible attack and came home to his family, but also because he now has a career he loves. He found it through BCTC's Kentucky Federation for Advanced Manufacturing Education program (KY FAME), which prepared him for the career he has today at Toyota Motor Manufacturing Kentucky (TMMK).



KENTUCKY
COMMUNITY & TECHNICAL
COLLEGE SYSTEM



KCTCS is preparing thousands of students like Tim for careers not only in advanced manufacturing, but also in other high demand fields such as health care, business/IT, transportation/logistics and construction. In fact, 82 percent of Kentucky's skilled trades workers attended a KCTCS college. Additionally, the majority of all nursing and allied health professionals earned their credentials at KCTCS.

Last year, the system awarded a record number of credentials, 75 percent of which were in these top five high demand fields. Nationally, KCTCS is ranked number eight in the number of credentials awarded by public, two-year colleges, and number two based on population.

One of the reasons so many students like Tim are able to have more opportunities is because of partnerships KCTCS has with businesses throughout the state, like the one with TMMK. Working closely with local businesses, our 16 colleges align their programs to meet the ever-changing needs of those businesses.

In addition to educating students, KCTCS also works with local businesses through a program called KCTCS Trains to develop training plans or apprenticeships. KCTCS Trains pays for 50 percent of the program when it is complete, and the employer pays the other half. The program can be used to train new or incumbent workers. Over the years, KCTCS Trains has worked with companies such as GM, Ford, UPS, LG&E, Smucker's, Makers Mark, Jim Beam, 3M, Kellogg's and Tempur Sealy. Small businesses and unions also have benefited from KCTCS Trains.

"The future of Kentucky's economy depends on a well-educated and skilled workforce," said KCTCS President Jay Box. "As more students benefit from earning a college credential, their families and communities also benefit. This helps Kentucky's economy grow and makes it more enticing for new businesses to locate here."

Since KCTCS was created by the Postsecondary Improvement Act of 1997, it has become the state's largest provider of workforce training, and has touched the lives of nearly one million Kentuckians. For more information about how KCTCS is helping train the state's workforce, and to hear Tim's story in his own words, visit betterlivesky.com/tim-lechney/



KENTUCKY
COMMUNITY & TECHNICAL
COLLEGE SYSTEM



TOP EDUCATION OFFICIALS MEET FOR HISTORICAL EVENT AT KENTUCKY STATE UNIVERSITY

Kentucky State University hosted a historic panel discussion with four of the most prominent figures in education and workforce development in the Commonwealth of Kentucky – all African-American males – on the topic of accelerating academic performance and success.

Dr. Aaron Thompson, president of the Kentucky Council on Postsecondary Education (CPE); Derrick K. Ramsey, Kentucky Secretary of Education and Workforce Development; Dr. Wayne D. Lewis Jr., Kentucky Commissioner of Education; and Kentucky State University President Dr. M. Christopher Brown II served as panelists.

“When you look at this stage, this is history in the making,” Renee Shaw, managing producer with Kentucky Educational Television (KET) and event moderator, said. “This is the first time in Kentucky history that we’ve had top educational leaders of color.”

The conversation focused on access to education, equitable opportunities and producing graduates who can fill the workforce present and future needs. Lewis said he would continue to advocate for strategic funding increases in the P-12 education system. “There is no doubt in anyone’s mind that funding matters,” Lewis said. “What gets lost in the conversation is that increased funding alone will not come close to addressing inequities and deficiencies in the system. Reexamining how we conduct education is as important as strategic funding,” Thompson agreed. “Teachers matter in and out of the classroom,” Thompson said. “We need to create an education system that will allow teachers to enter the classroom

early, their freshman year, to know if they’re suited for the field. We need teachers to understand cultural competency and focus on equity.”

President Brown agreed, adding an idea he’d like to see the Commonwealth invest in. “I would really like to see the Commonwealth invest in a high-achieving teacher recruitment program,” President Brown said. “Recruit them into the teaching profession using a revenue neutral system, a forgivable loan. Create a state-level version of Teach for America.” Ramsey discussed Kentucky’s recent record economic development growth and the need to have a prepared workforce. Ramsey cited the current and projected number of open jobs in the Commonwealth.

The need to provide training beyond the high school level is apparent, Ramsey said. “Not everybody believes they can go to college or postsecondary,” Thompson said. “Not everyone should go, but everyone should have the chance to make that decision. We have 100,000 plus jobs we need to get filled and we need to prepare for jobs that don’t exist yet.” Lewis said he, Thompson, Ramsey and President Brown are all connected through statute and legislation, but they are also each closely connected.

“We actually all really like each other,” Lewis said. “Those relationships we have given us the opportunity to move forward on this agenda of closing gaps, increasing achievement and gainful employment. Even in this intense political time, we find ways to seize the opportunity at hand to move forward for the sake of children and the Commonwealth.”



KENTUCKY STATE UNIVERSITY STUDENT ORGANIZED BLANKET DRIVE FOR THE HOMELESS

A Kentucky State University student organized a blanket drive for the homeless during the holidays.

Michael N. Weaver Jr., the Student Government Association (SGA) president at Kentucky State, said inspiration came as he was leaving an event in Lexington on a cold night and spotted three homeless people balled up and freezing.

“I wanted to try to at least help keep them warm,” Weaver said.

Thus, he created the Sheets4TheStreets blanket drive.

This is the first year he’s organized the drive and he hopes someone else will continue the initiative after he graduates.

Weaver said the response was positive.

“The day after I announced my plan, a student donated three blankets, and even other HBCUs (Historically Black Colleges and Universities) have been contacting me to help out,” Weaver said.

Once he collected the blankets, Weaver distributed them himself.

“I hand delivered them between Frankfort, Lexington and Louisville,” Weaver said. “On the drive back home and I distributed them throughout St. Louis and Kansas City.”



KENTUCKY STATE UNIVERSITY HIRES FORMER ATLANTA FALCONS ASSISTANT COACH

Kentucky State University recently announced its new head football coach. Charlie Jackson, an assistant coach for the Atlanta Falcons in their 2017 and 2018 campaigns, has been named the University’s new coach. Jackson says his goal for Kentucky State University football is simple: to compete against perfection. “Every member of our football operation will demonstrate an all-consuming mindset to maximize his or her God-given potential, and we will do the same as a team,” Jackson said.

Jackson, a veteran Air Force officer, has a long history with the National Football League (NFL) and National Collegiate Athletic Association (NCAA). Prior to coaching with the Falcons, Jackson served on the NCAA national office staff as a member of the college football rules enforcement group. He led and was directly responsible for the football rules development efforts in the Southeastern Conference (SEC). His background includes multiple defensive coaching roles with the Green Bay Packers and Denver Broncos, as well as coaching fellowships with the Atlanta Falcons and St. Louis Rams. He also served as a college scout for the Seattle Seahawks organization. He has collegiate experience at Colorado, UCLA, Utah State, Buffalo, and the United States Air Force Academy. Jackson accepted an appointment to the United States Air Force Academy, where he participated in football and indoor track and field.

President M. Christopher Brown II affirms that it is a new day for football on the hill. “This is a new era for Kentucky State University football,” President Brown said. “Coach Jackson’s

impressive mentorship of students on and off the field aligns with our belief of developing the whole person. He recognizes that we are not just interested in winning football games, but we are fully committed to building a championship program and addressing the campus-wide ambition to reclassify with the NCAA in the near future.” Jackson earned a bachelor’s degree in management from the United States Air Force Academy. He has a master’s degree in management and sports studies from California State University, Long Beach.

Jackson is a member of the Fellowship of Christian Athletes (FCA). His professional associations include the American Football Coaches Association (AFCA), NFL Coaches Association (NFLCA), National Association of Collegiate Directors of Athletics (NACDA), National Association of Athletics Compliance (NAAC), Minority Coaches Association of Georgia (MCAofGA), and the National Association of Collegiate Women Athletics Administrators (NACWAA).

Athletic Director Etienne Thomas is elated to welcome Coach Jackson as the next leader of the Thorobred football program. “We are delighted that Coach Jackson and his family chose to be a part of the Kentucky State University family,” Thomas said. “I made a promise to our student-athletes—to find the right leader for our program. I know that Kentucky State honored that commitment with the hiring of Charlie Jackson. Coach Jackson is a total package of experiences and expertise, including time spent in the military, the NCAA national office and the NFL.”

MURRAY STATE RECEIVES TOP RECOGNITION ON SAFE CAMPUS NATIONAL LIST

The Murray State University Police Department and Center for Adult and Regional Education were named first in the nation for campus safety initiatives with both University units receiving the 2018 Department of the Year award from Safe Campus. A collaboration in 2017 between both departments, including senior leadership, led to the development of a centralized communications calendar and updated procedural plan specific to external groups who visit campus for various programs and camps.



MURRAY STATE EARNS NATIONAL AWARD FOR RETENTION EFFORTS



Murray State University received national recognition for its retention efforts from the Consortium for Student Retention Data Exchange at the 14th annual National Symposium on Student Retention.

The University won the national organization's 2018 Best Practices Award for the paper "Student Engagement and Success: Action and Assessment" by (pictured from left to right), Jeff Henry, research and instruction librarian; Peggy Whaley, director of student engagement and

success; and Dr. Cindy Clemson, assistant professor of education and human services. The paper was an evaluation of Murray State's recent retention efforts through first-year transitions courses.

Faculty and staff members implemented a collaboration in first-year transitions courses co-taught by student affairs staff and faculty members from students' academic disciplines. The one-hour credit courses are requirements for all first-year students to help them develop crucial skills, such as strategies for note-taking, studying, managing time and determining academic and career goals. The courses also help students adjust to college life and make connections across campus.

FINANCE PROGRAMS RECEIVE NATIONAL RECOGNITION

Murray State University was included on the list of the top 102 CFP-Board registered programs in the country and was named the sixth-best program in the southern region, by Financial Planning.

"This high ranking for our finance programs speaks to the excellent quality of our faculty in this area," said Tim Todd, dean of the Arthur J. Bauernfeind College

of Business. "Drs. Durr, Lacewell, Dunn and Acharya are some of the most student-oriented finance faculty one will find at any university in the United States. This high honor reflects directly on the teaching and research of these excellent faculty, and most importantly, their teaching and research focus on their students, providing the best student-learning experience possible."





CHICK-FIL-A TO DEBUT IN FALL 2019

Sodexo, Murray State University's food services provider, announced that Chick-fil-A will debut on campus for Fall 2019.

Chick-fil-A will occupy a prominent space within the Curris Center, which serves as the student hub on campus and is often a first destination for prospective students who are visiting Murray State.

"This announcement is exciting news for Murray State University," said Murray State Interim President Bob Jackson. "Chick-fil-A is a national brand that will bring a great deal of satisfaction to our campus community and to future students. Their presence will add tremendously to our existing dining options in order to best serve our University."

NEW UNDERGRADUATE PROGRAM OFFERINGS INTRODUCED IN GAME DEVELOPMENT, DESIGN AND UNMANNED AERIAL SYSTEMS

In an effort to continue meeting the needs of current and prospective students, Murray State University has expanded its undergraduate program offerings to include specializations in game development and design as well as unmanned aerial systems.

Students now have the opportunity to pursue a distinct degree track in game development through the Department of Computer Science and Information Systems in the Arthur J. Bauernfeind College of Business. In addition to establishing a base foundation in computer science principles, the new track covers a variety of interdisciplinary subjects, such as computer-based graphical rendering, programming, creative writing,

graphic arts, mathematics, physics and audio/video production.

The College of Humanities and Fine Arts is also offering an undergraduate certificate in game design to help prepare students for entry-level positions in the video game industry. The curriculum covers technical areas in game programming languages in addition to focusing on learning the necessary design skills in animation and illustration, computer graphics, computer science and creative writing.

The Hutson School of Agriculture and the Jesse D. Jones College of Science, Engineering and Technology as well as other academic units are also partnering to offer a certificate and minor in unmanned aerial systems.

FACULTY RECEIVE INCENTIVE GRANT TO ATTEND RON CLARK ACADEMY



Four faculty members from Murray State University's College of Education and Human Services were recently selected to receive a unique professional development opportunity with the Ron Clark Academy.

With Clark's passion for education, for students and

for his peers, it is no surprise that he has come to be known as "America's educator." As a New York Times bestselling author, he has sold over one million copies of his book, "The Essential 55," which has been published in 25 countries.

This trip, which will include a one-day training session, transportation, lodging, and meals, is made possible through a faculty incentive grant provided by the College of Education and Human Services.

Pictured from left to right, front to back: Melissa Chapman, Kemaly Parr, Miguel Gomez and Jessica Branch.

TASTE OF THE ARTS EVENT RAISES MORE THAN \$35,000 FOR STUDENT SCHOLARSHIPS

Murray State University celebrated the 10th annual A Taste of the Arts dinner and auction, bringing together friends and alumni for an evening of giving back to art, music and theatre students.

Guests enjoyed fine dining

and entertainment on the stage of historic Lovett Auditorium. Featuring student performances and artwork on display, A Taste of the Arts raised more than \$35,000 to support scholarships for students in the College of Humanities and Fine Arts.



HUTSON SCHOOL OF AGRICULTURE RECOGNIZES AREA FFA STUDENTS

The Hutson School of Agriculture honored high school students from 20 high schools in the Purchase, Pennyrile and Green River regions as Murray State FFA All-Region Stars based on the students' demonstrated leadership in Future Farmers of America (FFA).

"My FFA experience provided me a solid leadership background that has served me well throughout my career," said Dr. Tony Brannon, dean of the Hutson School of Agriculture. "It is a pleasure to recognize outstanding young leaders pursuing these same experiences."



GOLD RUSH

FEB. 2019

NORTHERN KENTUCKY UNIVERSITY

GO FIGURE

NÝSA RESEARCH JOURNAL

1ST

Issue

4

Editorial Board Faculty Members

16

Students Featured



NKU STUDENTS, FACULTY AND STAFF VOLUNTEERED IN THE MLK DAY OF COMMUNITY SERVICE

NKU volunteers braved the cold to give back to the community on Jan. 21.

More than 600 students, faculty and staff participated in the Martin Luther King Jr. Day of Community Service. Hosted by the Office of Student Engagement, the community service day is an annual event to remember Dr. King's legacy. NKU volunteers preformed service activities at 28 locations across Greater Cincinnati.

"The MLK Day of Service was a phenomenal way to teach my daughters to serve in their community. It was a fun way for the NKU community to give back," said Krista Rayford, NKU staff volunteer.

As part of the MLK Service weekend, NKU's Student Anthropology Society collected warm clothes, blankets, toiletries and food as part of their Warm the Homeless drive. Donations were delivered to the Welcome House of Northern Kentucky.

Anthropology students started gearing up for the collection by raising \$500 through a Giving Tuesday Facebook fundraiser and an additional \$100 through other fundraising efforts on campus. Collection boxes were placed in Landrum Hall and out in the community throughout December and January.

LEARN MORE: <https://tinyurl.com/y8tugxht>

COLLEGE CORNER

Dr. Lewatis D. McNeal has been elected to serve on the Kentucky Humanities board of directors.

Dr. McNeal will help set council policies, award project grants to community organizations and participate in fundraising to help the council meet the growing demand for its programs. Kentucky Humanities is a nonprofit affiliated with the National Endowment for the Humanities.

Dr. McNeal is the Assistant Dean of Administration, Inclusive Excellence and Special Projects, and a clinical associate professor of public health in the College of Education and Human Services.

LEARN MORE: <https://tinyurl.com/y742szt9>



Jason Applegate, assistant professor in the Radiologic Sciences department. NKU's public history students were on hand to observe the process and will discuss results. The Umi exhibit opens on March 22, and the updated amulet and skeleton replications will be included in the display. **READ MORE:** <https://tinyurl.com/ycqyptfl>

NKU SCANS UMI, THE CINCINNATI MUSEUM CENTER'S MUMMY

NKU's Health Innovation Center used its state-of-the-art equipment to help the Cincinnati Museum Center produce new scans, images and replications of Umi, its Egyptian child mummy.

Students and faculty from the College of Health Professions performed xrays and a CT scan on Umi. The images will be used to 3-D print both the mummy's skeleton and amulets that surround Umi's body. The Museum Center's last scan and 3-D print were nine years ago. Given advancements in technology, curators were looking for more detailed images to answer questions about the skeleton, as well as durable replications.

"This is rare opportunity for my radiology students to take what they have learned and adapt it for archaeology. They had to maximize the contrast in the scan because there is no fluid or organs, and the skin has been preserved," said

NKU NORSE THE SCOREBOARD

Norse student-athletes continue to excel in the classroom. Student-athletes combined to post a 3.47 GPA in the fall 2018 semester, establishing yet another department record. Thirty-five student-athletes achieved a perfect 4.0 GPA this semester, while 59 percent of student-athletes posted at least a 3.5 GPA.

FACULTY FOCUS

Federal Grant for Health Innovation

NKU's Institute of Health Innovation, the Northern Kentucky Tri-County Economic Development Corporation's Entrepreneurship Council and St. Elizabeth Healthcare were awarded a \$731,250 grant to build the Northern Kentucky Health Innovation Initiative (NKY-HII).

The Department of Commerce Economic Development Administration awarded the funding through the 2018 i6 Challenge, a national initiative to create centers of innovation and entrepreneurship. This grant is one of 40 announced and represents the first time i6 funds have been awarded in Kentucky.

IHI Executive Director Dr. Valerie Hardcastle will help guide the NKY-HII in job creation and attracting companies and talent to the region. Matching local funds bring the grant's total benefit to more than \$1.4 million.

READ MORE: <https://tinyurl.com/y9b2k8b4>

BRIEFS

CENTER FOR ECONOMIC EDUCATION PARTNERS WITH FEDERAL RESERVE

NKU's Center for Economic Education (CEE) and the Federal Reserve Bank of Cleveland partnered to bring the spirits of entrepreneurship, leadership and responsibility to local students through the fictional adventures of a young financier named Danny Dollar.

The partnership expands the program to serve 300 fourth- and fifth-graders in Cincinnati and Cleveland. The Danny Dollar Academy teaches financial literacy through the story of an 11-year-old aspiring millionaire and his successful lemonade stand venture.

LEARN MORE:
<https://tinyurl.com/ybrixrve>

NKU AND UNIVERSITÉ DE RENNES 1 AWARDED EUROPEAN UNION FUNDING

NKU and its partner institution in France, Université de Rennes 1 (UR1), have received funding from the European Union for exchange student scholarships. The established exchange program with NKU was highlighted in UR1's proposal.

The EU funds will be distributed over two years, from June 2018-July 2020, with NKU receiving three scholarships. NKU has received three scholarships for two-month internships and one scholarship for a semester of study.

LEARN MORE:
<https://tinyurl.com/y72dcmjm>

NORTHERN KENTUCKY RECEIVES NEW RISE PROGRAM ENTREPRENEURSHIP GRANT

The Northern Kentucky Entrepreneurship Council (NKYEC), a new collaborative of private-sector business leaders, has received a \$750,000 grant to emphasize entrepreneurship and innovation in northern Kentucky's economic development. The Kentucky Office of Entrepreneurship's RISE program awarded the new funds, and the NKYEC plans to match the grant with local dollars to drive greater results for the region.

NKU and Northern Kentucky Tri-County Economic Development Corporation (Tri-ED) will support the council's focus on informatics, health innovation and logistics innovation. The NKYEC looks to establish an innovation cluster in northern Kentucky to highlight these centers of excellence in the region. NKU will leverage its expertise from the College of Informatics and the Institute of Health Innovation to support the council's focus areas. Once established, the innovation cluster will serve as a resource for the entire state and the broader region.

LEARN MORE:
<https://tinyurl.com/yaovpw7x>

ALUMNI NEWS



HOME PLATE TO POLE POSITION

Ashley Brenneman Shirley hails from athletic royalty—her father, Marty Brenneman, is a longtime radio broadcaster for the Cincinnati Reds. But the decision to work in professional sports was all hers. "I wanted to be involved in sports in some way, shape or form," she says. The 2005 NKU Radio and Television graduate drove for academic success at the university, where dedicated professors helped Shirley discover the skills and passions that fuel her career today. Now the communications manager for the Kentucky Speedway in Sparta, Shirley found her calling at the racetrack rather than the baseball diamond. And though her father recently announced his retirement after 45 years with the Reds, Shirley's just getting started. "I love my job at Kentucky Speedway," she says.

LEARN MORE: <https://tinyurl.com/y7pvdwnu>

A Message from the President Eli Capilouto

The University of Kentucky's impact reaches far beyond our campus.

We are home to innovators, pioneers and creative minds who have changed our history and inspired our future.

UK is deeply committed to the success and wellbeing of our students, faculty and staff. We recognize that our community is strong because of our people. That is why UK provides and seeks opportunities to support new endeavors that will impact our community and beyond.

Our researchers and scientists are dedicated to finding solutions that will address the complex issues we face today. They are making discoveries that could alter the way we treat, and understand, afflictions.

The robust support of our research program is one example of our commitment to foster an environment for our students to succeed in their endeavors and impact the world.

We know that an innovative, diverse environment is critical to success.

This year marks 70 years of integration at the University of Kentucky. We will commemorate this proud moment by spending a year reflecting, appreciating and growing from our history. UK will remember those who came before us, and those among us today, who have championed belonging.

The University of Kentucky's community is distinctive. Our people are compassionate, creative, intelligent and, most importantly, driven.

They are building a community of belonging on this campus.

They are making changes through discovery, teaching, service and care that promise to transform our Commonwealth and change our world.

Eli Capilouto



UK's Year-long Commemoration of 70 Years of Integration



In 1949, five years before the Supreme Court declared that “separate but equal” was unconstitutional, Lyman T. Johnson became the first African-American man to enroll at the University of Kentucky.

Thirty years after his enrollment, Johnson was one of four men awarded an honorary doctorate from The University of Kentucky.

Today, UK proudly recognizes Johnson and his courage in the form of awards, ceremonies, programs and a residence hall named after him.

Celebrating 70 years of Integration will feature a series of events, academic courses and special presentations throughout the 2019-2020 academic year. Students will engage in courageous conversations regarding issues that

minority groups still face on campus. Their insight will help UK continue the journey of building a community of belonging.

This year-long commemoration will serve as a reminder, and celebration, of one man's determination that transformed our history. Lyman T. Johnson established the declaration that regardless of skin color and background, there is a place for everyone at UK.

In total, UK's journey – like that of Lyman T. Johnson 70 years ago – is one of forward progress in the face of continued challenges. Its history is shaped by stories of transformation and depictions of halting, hard-earned efforts that took years to find success. It is, of course, a journey on which our institution remains firmly fixed.

Research on Human Regeneration



Scientists and researchers, Jeramiah Smith and Randal Voss at the University of Kentucky, have taken the concept of regeneration – the formation of new animal or plant tissue – one step closer to reality. They have announced that they have assembled the genome of the axolotl, a salamander whose only native habitat is a lake near Mexico City. The assemblage of the salamander's genome is pivotal to understanding human disease.

The axolotl salamanders have been prized as excellent models for regeneration because there are very few body parts that they cannot regenerate. Understanding the salamander's

genomic information could lead researchers to learn how they regenerate body parts. Since the axolotl shares many of the same genes with humans, Smith and Voss hope that this information can translate to human therapy and offer potential applications for spinal cord injury, stroke, joint repair and many other afflictions.

The University of Kentucky is home to the only federally funded axolotl stock center in the U.S., providing axolotls to researchers and educators worldwide. Having a complete genome sequence for the laboratory axolotl greatly increases the value of this resource for biomedical research.



2017 Economic Impact of Research at the University of Kentucky



\$378.4M

The University of Kentucky spent \$378.4 million on research and development (R&D) during FY 2017.



\$698.1M

R&D expenditures generated more than \$698.1 million in economic activity across the Commonwealth.



1,806

1,806 jobs were directly created in Fayette County as a result of the economic activity produced.



4,260

More than 4,260 jobs were created across the state in the research and scientific sector.



54

UK faculty, staff and students disclosed 54 inventions to the university in FY 2017.



40

40 patents were issued to UK faculty, staff and students in FY 2017.



\$2.4M

UK investigators brought in \$2.4 million in gross royalty income in FY 2017.



THE PRESIDENT'S REPORT

ISSUE 103 | JANUARY/FEBRUARY 2019

Dear Friends,

The spring semester is underway and I believe that all of our students, faculty and staff have renewed energy as we enter the New Year and continue our efforts to move this university forward. We wrapped up 2018 with some positive momentum.

Highlights included the decision by the Southern Association of Colleges and Schools Commission on Colleges to reaffirm our accreditation and, of course, our December commencement ceremony to celebrate (or honor) our more than 1,300 new alumni.

Over the break, we continued our work to ensure the vitality and success of our health care enterprises through several strategic moves. We hired Tom Miller, a health care professional with more than 30 years of experience in the industry, to lead our UofL Health initiative. We also extended our academic affiliation agreement with KentuckyOne Health as we continue to explore options for the future of our medical residents and programs currently housed at Jewish Hospital. I can assure you that maintaining the quality care and programming that are synonymous with the university's health care operations and continuing to do our part to meet the health care needs of our community are my guideposts as we seek a smart, sustainable solution.

This semester, the university is beginning in earnest a strategic planning process that will unfold over the next several months. In January, university leadership held a retreat to identify focus areas and establish a timeline for developing a strategic plan. We held a wonderful kickoff event Jan. 24 to roll out the process to the entire campus community.

Our goal is to present our strategic plan to the Board of Trustees in July and to launch it Aug. 1. My thanks to Gail DePuy, associate dean of our J.B. Speed School of Engineering, and Jeff Bumpous, chairman of the department of otolaryngology in the School of Medicine, for agreeing to co-chair both the executive and steering committees as we embark on this process.

I would encourage all university constituents to take an active role in this important exercise. UofL is moving in a positive direction. Because our momentum is coming from our amazing people, we will need your participation and input for this planning process to be successful. I look forward to your continued support as we each do our part to make the University of Louisville an even greater place to learn, to work and to invest. As one team, we can and will accomplish great things together. Go Cards!

Neeli Bendapudi
President, University of Louisville



The 2018-19 nursing cohort is one of the most diverse in school history.

NURSING COHORT ONE OF THE MOST DIVERSE EVER

One hundred nursing students marked their formal entry into the health care profession in January at the University of Louisville School of Nursing's Transition Ceremony.

The ceremony signifies the advancement of future nurses from the classroom to clinical rotations during the final four semesters of their undergraduate program.

The cohort of students is one of the most diverse the school has seen, with 31 percent ethnic minority and 19 percent male, Nursing Dean Sonya Hardin said. Men account for only 9 percent of the national nursing workforce.

Guillermo Aguirre said he decided to become a nurse while he was on a military

deployment in Iraq in 2011. One of his friends was injured by an explosion and a young medic kept him alive until they reached the medevac.

"A nurse can go anywhere in health care, but most importantly, they have the most interaction with patients," Aguirre said. "I'm going to make a difference and help people."

UofL President Neeli Bendapudi spoke during the ceremony and told the students:

"The most important person for a patient or for their families is the nurse. You are entering a noble profession."

UofL recognized as top research institution for the fourth time

UofL has once again been ranked among the top U.S. institutions for research activity. For the fourth time, the Carnegie Classification of Institutions of Higher Education designated UofL a "Research 1" doctoral university with "very high research activity." Considered a highly prestigious ranking, UofL is one of only 120 U.S. institutions to achieve the highest ranking in this latest survey, which is based on the 2016-17 academic year.

"This designation validates the hard work of our faculty, staff and students to make discoveries that change, improve and even save lives" said UofL's Interim Executive Vice President for Research and Innovation Robert Keynton.

UofL awarded 159 research/scholarship doctoral degrees and had more than \$177 million in research expenditures in 2016-17



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UOFL'S ACADEMIC SUPPORT SERVICES IN THE NATIONAL SPOTLIGHT

During the fall semester, Geoff Bailey, executive director of UofL's REACH program, along with his colleagues Julie Hohmann, Mark Woolwine and Rex Mann, presented seven concurrent sessions at the annual National College Learning Center Association Conference in New York.

Now, the team is ready to take on a much bigger role: UofL will host the next NCLCA conference in 2019.

The hosting opportunity came about when Bailey was elected vice president of the NCLCA, an organization that includes professionals across the higher education spectrum – from those working in tutoring centers to faculty.

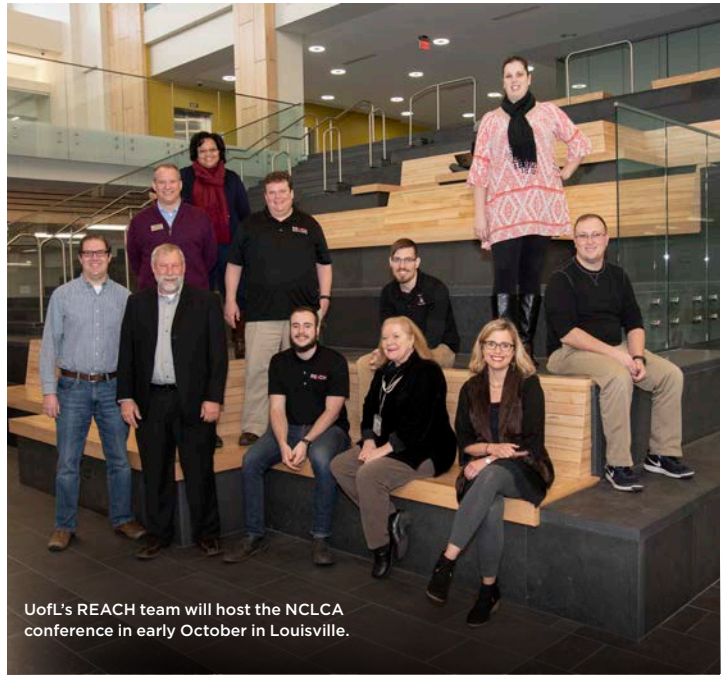
REACH's goals are to improve students' academic performance, help students transition to college life and support student retention. For NCLCA, a main objective (and one of the reasons Bailey became involved) is to ensure professionals in student success fields have access to the best information to achieve those goals.

"We are looking to find key metrics to establish benchmarks, assessing retention and recruitment efforts, learning best practices on how to grow revenue. It is extensive," Bailey said. "But it's important for us to be involved to remain cutting edge and to make a dynamic impact on a quickly-changing population."

Bailey believes UofL is ahead of many other institutions in terms of emphasis and priority the school places on academic success services.

"UofL recognizes the types of study skills we teach and the pedagogies we teach. We receive learning center support through tutoring that makes a huge difference to our students regardless of their academic levels," he said. "We're not just talking about students who are failing; we also have honors students use us regularly. We are well positioned because what we have here sets the bar for ourselves and other institutions."

UofL's REACH team, for example, has established a training curriculum that allows faculty and staff to have a better understanding of where a college student is intellectually. The team also has all three College Reading and Learning Association certifications that are available.



Athletics attaining success beyond the field

While many people associate the success of UofL's athletics program with championships and player of the year honors, there's much more to the student-athlete story.

For years, the Cardinals have produced consistent success away from the playing surface.

In mid-November, the NCAA released its national graduation rates and UofL student-athletes combined generated a school-record 88 percent graduation rate that was reflected in the report.

That graduation rate, most recently reported for

freshmen who entered in the 2011-12 academic year, has risen 22 percent in a 14-year span. The rate takes into account any transfers into the university and those who leave in good academic standing. Six teams achieved perfect marks in the most recent report.

"Our student-athletes have continued to improve upon their academic standing at record accomplishments," said UofL Vice President and Director of Athletics Vince Tyra. "It starts with our coaches recruiting the top student-athletes, continues with the commitment from the student-athletes to

achieve in their academic pursuits, and also having a dedicated support staff in place to aid their efforts."

The Cardinals' capped the spring of 2018 with a collective 3.2 grade-point average, marking 15 consecutive semesters with at least a 3.0 GPA.

The university's Cardinal Degree Completion program, established to assist returning student-athletes who left before finishing a degree, helps with the cost of tuition and books and provides mentors for their academic journey.

New CEO takes helm of UofL Health

Tom Miller, a health care professional with more than 30 years' experience in both not-for-profit and investor-owned hospitals, is the new CEO for UofL's clinical enterprise, UofL Health.

Miller was previously president and CEO of Tennessee-based Quorum Health, a \$2.2 billion health care company that owns 38 hospitals in 16 states. His experience includes operations, strategic development, investor relations, capital investments and quality services. He started at UofL on Jan. 7.



TITLE: Nominating Committee Report and Election of 2019 CPE Chair and Vice Chair

RECOMMENDATION: Nominating Committee Chair Donna Moore will present the committee's recommendation.

PRESENTER: Donna Moore, Council Member, CPE

SUPPORTING INFORMATION

The Nominating Committee met on February 21, 2019 to discuss and recommend members to serve as chair and vice chair of the CPE for a one-year term from February 2019 through January 2020.

The chair shall serve as the convener of all Council meetings and as the central voice of the Council. In the absence of the chair, or in the event the chair is unable to perform, the vice chair shall perform the duties of the chair. In the event the chair resigns and the vice chair assumes the duties of the chair, the council may select a vice chair to complete the unexpired term of the vice chair. The chair and vice chair are limited to three consecutive one-year terms.

Nominating Committee chair, Donna Moore, will present the slate of officers for consideration by the full Council.