

# KENTUCKY COUNCIL ON POSTSECONDARY EDUCATION BUSINESS MEETING



November 7, 2025 – 10:00 a.m. CT

Brescia University, Owensboro – C.E. Field Center for Professional Studies – Room 312

Livestream Link: <https://us02web.zoom.us/j/89129396618>

*\*consent action item*

|                                                                                         |     |
|-----------------------------------------------------------------------------------------|-----|
| <b>I. Call to Order and Roll Call</b>                                                   |     |
| <b>II. Oath of Office</b>                                                               |     |
| <b>III. Approval of the Minutes</b>                                                     | 3   |
| <b>IV. Report from CPE President</b>                                                    | 12  |
| <b>V. Report from Kentucky Department of Education</b>                                  |     |
| <b>VI. Report from Student Council Member</b>                                           |     |
| <b>VII. Annual Statewide Strategic Discussions with Campus Presidents</b>               |     |
| A. University of Kentucky                                                               | 14  |
| B. Association of Independent Kentucky Colleges and Universities                        | 34  |
| <br><i>Break for lunch – approximately 11:30 a.m. – 12:30 p.m. CT</i>                   |     |
| <b>VIII. Academic &amp; Strategic Initiatives Committee – Report &amp; Action Items</b> |     |
| A. Proposed New Academic Programs*                                                      | 50  |
| 1. Kentucky State University – M.S., Sports Analytics (CIP 31.0504)                     | 51  |
| 2. University of Kentucky – B.S., Applied Economics (CIP 45.0602)                       | 53  |
| 3. University of Kentucky – B.S., Artificial Intelligence (CIP 11.0102)                 | 55  |
| B. Informational/Updates                                                                |     |
| 1. Adult Learners and Enrollment Growth                                                 | 57  |
| 2. KCTCS Programs approved between Sept.-Nov. 2025                                      | 74  |
| 3. Healthcare Career Summer Bridge Program Outcomes                                     | 76  |
| <b>IX. Executive Committee – Report &amp; Action Items</b>                              |     |
| A. Final Report of the Kentucky State University Management Improvement Plan*           | 78  |
| B. Committee Appointments                                                               |     |
| <b>X. Committee on Educational Opportunities – Report</b>                               | 286 |
| <b>XI. CPE Data &amp; Initiative Spotlights</b>                                         |     |
| A. 2024-25 Degrees and Credentials                                                      | 287 |
| B. Kentucky Graduate Profile                                                            | 306 |

**XII. Campus Good News Reports**

|                                                                        |     |
|------------------------------------------------------------------------|-----|
| A. Eastern Kentucky University .....                                   | 335 |
| B. Kentucky State University .....                                     | 337 |
| C. Morehead State University .....                                     | 339 |
| D. Murray State University .....                                       | 341 |
| E. Northern Kentucky University .....                                  | 343 |
| F. University of Kentucky .....                                        | 345 |
| G. University of Louisville .....                                      | 347 |
| H. Western Kentucky University .....                                   | 349 |
| I. Kentucky Community & Technical College System.....                  | 351 |
| J. Association of Independent Kentucky Colleges and Universities ..... | 353 |

**XIII. Other Business**

**XIV. Adjournment**

*Next meetings, January 29-30, 2026*

## MEETING MINUTES

*Draft for approval by the Council on November 7, 2025*

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Who: Kentucky Council on Postsecondary Education  
Meeting Type: Work Session  
Date: September 12, 2025  
Time: 9:00 a.m. ET  
Location: Somerset Community College, 808 Monticello St, Somerset – Meece Hall Auditorium

### WELCOME REMARKS

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The Kentucky Council on Postsecondary Education held a work session on Friday, September 12, 2025, at 9:00 a.m. ET. The meeting occurred at Somerset Community College and Vice Chair Elaine Walker presided.

### ATTENDANCE

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There was a quorum of 9 voting Council members in attendance.

- Rev. CB Akins – in person
- Dr. Muhammad Babar – did not attend
- Jacob Brown – in person
- Lindsey Case – in person
- Jennifer Collins - virtual
- Dr. Kellie Ellis – in person
- Dr. Meredith Figg – in person
- Sean Garber – did not attend
- Karyn Hoover – in person
- LaDonna Rogers – in person
- Madison Silvert – virtual (part)
- Elaine Walker – in person
- Kevin Weaver – did not attend
- Comm. Robbie Fletcher – in person

CPE President Aaron Thompson served as secretary of the board, per the CPE Bylaws. Heather Faesy, CPE program manager, served as recorder of the meeting minutes.

### RECAP OF BOARD RETREAT ACTIVITIES

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Dr. Amanda Ellis, Sr. Vice President of Student Access and Success, provided a summary of the outcomes from the Council's board retreat three months prior. The board identified 2 priorities of work to focus on in the next fiscal year:

- Make dual credit more accessible, support meaningful academic progress, and deliver long-term value for students and the state.
- Serve as visible, informed advocates for postsecondary education across the Commonwealth to advance student outcomes and institutional effectiveness.

Council staff will spend the next year working with the board to ensure the Council has the resources and data needed to accomplish these priorities.

## **UPDATE ON FEDERAL ISSUES**

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Austin Reid, Federal Affairs Advisor at the National Council of State Legislators, provided an update on federal affairs including a federal education funding update, the education provisions of the *One Big Beautiful Bill Act*, and the latest changes made to the U.S. Department of Education under the Trump administration.

Council members provided comments and asked questions of clarification on the graduate program loan caps, workforce Pell Grants, and if the federal Department of Education will formally close.

## **COUNCIL PRIORITY: STRENGTHENING DUAL CREDIT ACCESS, SUCCESS AND VALUE ACROSS KENTUCKY**

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Dr. Chris Ledford, Director of Data and Advanced Analytics, and Robin Hebert, Senior Fellow of Student Access and Success, presented on the foundational aspects of Dual Credit in Kentucky. Ms. Hebert discussed student and teacher eligibility, the types of dual credit courses offered, how the dual credit scholarship assists financially, and the benefits of dual credit participation. Dr. Ledford provided several data points that drive the Council's initiatives in this area including progress toward the dual credit attainment goal, enrollment statistics, and the predicted probability of immediate college enrollment of those who attempted dual credit coursework. They also discussed the known student challenges and the existing supports and resources available to combat those challenges.

Council members provided comments and asked questions of clarification providing more direct assistance to parents, direct marketing opportunities, advancing the advisory opportunities to students, and how to ensure that the courses offered are quality and equivalent to college course work. Ms. Case provided her perspective as a high school teacher and how she targets students with untapped potential.

At this time, the Council took a ten-minute break.

## **CAMPUS SPOTLIGHT SESSION**

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Dr. Carey Castle, President of Somerset Community College, briefed the Council on the institution's campuses and centers, their student body and the programs and degrees offered. Council members then engaged in a station walkthrough led by his executive team that focused on the following ten areas:

- University Center of Southern Kentucky
- Arts and Sciences



- Health Sciences
- Business and Professional Services
- Career and Technical Education
- Workforce Solutions
- Laurel Campus
- Somerset Community College Centers
- Student Affairs/Enrollment Engagement
- Institutional Advancement, Administration Division, and Institutional Effectiveness

## **ADJOURNMENT**

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The Council adjourned for lunch at 12:20 p.m. ET.

## MEETING MINUTES

*Draft for approval by the Council on November 7, 2025*

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Who: Kentucky Council on Postsecondary Education  
Meeting Type: Business Meeting  
Date: September 12, 2025  
Time: 1:00 p.m. ET  
Location: Somerset Community College, 808 Monticello St, Somerset – Meece Hall Auditorium

### WELCOME REMARKS

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The Kentucky Council on Postsecondary Education held a business meeting on Friday, September 12, 2025, at 1:00 p.m. ET. The meeting occurred at Somerset Community College and Vice Chair Elaine Walker presided.

### ATTENDANCE

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There was a quorum of 10 voting Council members in attendance.

- Rev. CB Akins – in person
- Dr. Muhammad Babar – did not attend
- Jacob Brown – in person
- Lindsey Case – in person
- Jennifer Collins - virtual
- Dr. Kellie Ellis – in person
- Dr. Meredith Figg – in person
- Sean Garber – did not attend
- Karyn Hoover – in person
- LaDonna Rogers – in person
- Madison Silvert – virtual (left 2:10)
- Elaine Walker – in person
- Kevin Weaver – did not attend
- Comm. Robbie Fletcher – in person

CPE President Aaron Thompson served as secretary of the board, per the CPE Bylaws. Heather Faesy, CPE program manager, served as recorder of the meeting minutes.

### APPROVAL OF THE MINUTES

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The minutes of the June 12, June 13 and June 30, 2025, meetings were approved as presented.

### CPE PRESIDENT REPORT

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President Aaron Thompson's written report was included in the board materials. He provided additional comments that focused on his outreach efforts on the local, state, national and international level. His message has focused on the power of postsecondary

education achievement in Kentucky and its impact on the state economically and socially. He also provided an update on the report being prepared in relation to the Kentucky State University Management Improvement Plan and recent staff organizational changes.

## **KY DEPARTMENT OF EDUCATION (KDE) COMMISSIONER REPORT**

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KDE Commissioner Robbie Fletcher discussed the state's recent improvements and changes to the state accountability model and provided examples of implementation from several counties. He also addressed the Council's questions on how to better elevate the department's communications efforts of these improvements to the general public.

## **STRATEGIC DISCUSSION WITH WESTERN KENTUCKY UNIVERSITY**

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President Tim Caboni provided the Council with an institutional update on Western Kentucky University (WKU). The update focused on WKU's key strategies for each of the strategic priorities of the statewide agenda as well as the baseline data and progress on the key performance indicators. Ms. Rogers complemented WKU's progress on addressing the area's nursing shortage through its collaboration and partnerships with healthcare facilities. He also answered questions related to their future growth plans due to their proximity to Nashville and lower cost of living in comparison.

## **ACADEMIC AND STRATEGIC INITIATIVES COMMITTEE – REPORT & ACTION ITEMS**

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Committee Chair Karyn Hoover presented the report and recommendations made by the Academic and Strategic Initiatives (ASI) Committee, which met on September 8, 2025. She announced that Committee members received reports and updates on:

- How the eligibility calculations directed by KRS 164.295(3) for Comprehensive University Doctoral Programs are being conducted.
- The KCTCS programs approved between June-August 2025.
- The collaboration with the Kentucky Opioid Abatement Advisory Commission in which five campuses received grants to launch or enhance Collegiate Recovery Resource Centers, which are a critical part of the state's strategy to create "recovery-ready campuses."
- The CLIMB-Health 2.0 initiative, which is focusing its work on high school student training and their transitions to postsecondary education.

The Committee also reviewed and endorsed for Council approval:

- The repeal of 13 KAR 2:110: Advanced practice doctoral degree programs at comprehensive universities
- Proposed Policy Revisions - New Academic Program Approval

Mr. Travis Powell, Executive Vice President and General Counsel, provided a quick review of the reason for the repealer regulation, and Dr. Melissa Bell, Vice President of Academic Excellence, provided a summary of the changes to the policy

MOTION: The ASI Committee's recommendation to approve the endorsed action items served as the motion. A second was not needed.

VOTE: The motion passed.

## **FINANCE COMMITTEE – REPORT AND ACTION ITEMS**

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Chair Silvert presented the report and recommendations made by the Finance Committee, which met on Sept 8, 2025. Committee members received a funding update on three previously approved interim capital projects at KCTCS institutions:

- Southcentral Kentucky Community and Technical College—Replace Glasgow Campus
- Somerset Community College—Replace Laurel South Campus Ph. II
- Jefferson Community and Technical College—Replace Hartford Hall Ph. II

Committee members also received an update on the approved 2025-26 Tuition & Mandatory Fees for 5 institutions and KCTCS, which were approved by the President on behalf of the Council since the proposals complied with established Council parameters. In particular, the resident and nonresident rates approved were as follows:

- University of Kentucky:
  - Resident undergraduate students - \$405 increase (3.0%)
  - Nonresident undergraduate students - \$1,024 increase (3.0%)
  - Resident graduate student - \$439 increase (3.0%)
  - Nonresident graduate student - \$1,087 increase (3.0%)
- University of Louisville:
  - Resident undergraduate students - \$450 increase (3.5%)
  - Nonresident undergraduate students - \$450 increase (1.5%)
  - Resident graduate student - \$372 increase (2.5%)
  - Nonresident graduate student - \$758 increase (2.5%)
- Kentucky State University:
  - Resident undergraduate students - \$420 increase (4.6%)
  - Nonresident undergraduate students - \$490 increase (3.7%)
  - Resident graduate student – no change
  - Nonresident graduate student – no change
- Morehead State University:
  - Resident undergraduate students - \$420 increase (4.3%)
  - Nonresident undergraduate students – \$634 increase (4.3%)
  - Resident graduate student - \$1 per credit hour decrease (-0.2%)
  - Nonresident graduate student - \$1 per credit hour decrease (-0.2%)
- Northern Kentucky University:
  - Resident undergraduate students - \$408 increase (3.8%)
  - Nonresident undergraduate students - \$840 increase (3.9%)
  - Resident graduate student – \$15 per credit hour increase (2.6%)

- Nonresident graduate student – \$23 per credit hour increase (2.6%)
- Kentucky Community and Technical College System:
  - Resident, per credit hour - \$6 increase (3.2%)
  - Nonresident, per credit hour - \$10 increase (3.8%)

Finally, the Committee reviewed and endorsed for Council approval:

- The four components of the 2026-2028 Biennial Budget Recommendation – Postsecondary Institution Operating Funds, Trust Funds, and Capital Investment requests, and the CPE Agency Budget Request.
- The Memorandum of Understanding for Nonresident Student Tuition and Fees at Morehead State University.

Dr. Bill Payne, Vice President of Finance Policy and Programs, provided a summary of the postsecondary budget recommendation components and Mr. Powell reviewed the agency budget components. They also answered questions of clarification from the Council.

MOTION: The Finance Committee's recommendation to approve the endorsed action items served as the motion. A second was not needed.

VOTE: The motion passed.

## **DATA SPOTLIGHT: STATEWIDE PROGRESS REPORT AND UPDATE ON KEY PERFORMANCE INDICATORS**

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Mr. Travis Muncie, Chief Information Officer, provided introductory remarks on how the Council will now focus on national and regional benchmarks for its statewide and institutional-level data rather than individual targets. Dr. Chris Ledford, Director of Data and Advanced Analytics, and Ms. Madalyn White, Senior Associate, presented on a number of key performance indicators and context metrics as aligned with the statewide priorities of Affordability, Transitions, Success, Talent, and Value. They answered questions of clarification and provided additional information as needed on how the Council's initiatives are supporting positive change on all data points, as well as the unit's work to refine the measured data points.

## **CAMPUS GOOD NEWS REPORTS**

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Reports from the institutions were provided in the agenda materials.

## **ADJOURNMENT**

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The Council adjourned the business meeting at 3:10 p.m. ET.

## MEETING MINUTES

*Draft for approval by the Council on November 7, 2025*

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Who: Kentucky Council on Postsecondary Education  
Meeting Type: Special-called Business Meeting  
Date: September 29, 2025  
Time: 2:00 p.m. ET  
Location: Virtual meeting via ZOOM webinar

### WELCOME REMARKS

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The Kentucky Council on Postsecondary Education held a special-called business meeting on Monday, September 29, 2025, at 2:00 p.m. ET. The meeting occurred virtually by ZOOM webinar and Vice Chair Elaine Walker presided.

### ATTENDANCE

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There was a quorum of 9 voting Council members in attendance.

- Rev. CB Akins – attended
- Dr. Muhammad Babar – did not attend
- Jacob Brown – attended
- Lindsey Case – attended
- Jennifer Collins - attended
- Dr. Kellie Ellis – attended
- Dr. Meredith Figg – attended
- Sean Garber – did not attend
- Karyn Hoover – attended
- LaDonna Rogers – did not attend
- Madison Silvert – did not attend
- Elaine Walker – attended
- Kevin Weaver – attended
- Comm. Robbie Fletcher – did not attend

CPE President Aaron Thompson served as secretary of the board, per the CPE Bylaws. Heather Faesy, CPE program manager, served as recorder of the meeting minutes.

### MODIFICATION TO THE 2026-2028 BIENNIAL BUDGET RECOMMENDATION

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Mr. Greg Rush, Assistant Vice President of Finance Policy & Programs, presented the staff recommendation that the Council approve to amend the previously approved Capital Construction component of the 2026-28 Biennial Budget Recommendation by replacing the project titled “Construct Newtown Parking Garage-Bluegrass CTC” with a project titled “Construction of Bluegrass CTC Prison Education Program.”

On September 12, 2025, the Council approved the 2026-2028 Postsecondary Institution Capital Investment Request. One component of the approved request was for \$1.76 billion for the highest priority new capital construction project at each public university and the top

ten (10) new capital construction projects at KCTCS. On Wednesday, September 17<sup>th</sup>, CPE staff were notified of the replacement request, details of which were provided in the supplemental materials of the board's agenda.

MOTION: Mr. Brown moved the Council amend the capital construction component of the 2026-28 Biennial Budget Recommendation as proposed. Ms. Hoover seconded the motion.

VOTE: The motion passed.

## **ADJOURNMENT**

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The Council adjourned the business meeting at 2:15 p.m. ET.

## Degree completion for Kentuckians increases from 2024 to 2025

Across Kentucky, I see determination in every student working toward a better future. This year's numbers show that determination paying off — degree completion is rising statewide.



**Aaron Thompson, Ph.D.**  
CPE President

Between the 2024 and 2025 academic years, **Kentucky's degrees and credentials increased by 5 percent.** That growth means more Kentuckians are completing their education and preparing for good jobs.

At our four-year public universities, **all undergraduate degrees and credentials rose by 3.5 percent** and **graduate and professional degrees grew 2.9 percent.** At our two-year colleges, the gains were even stronger — **associate degrees up 7.0 percent** and **certificates up 3.9 percent.** At our private institutions, degrees and credentials rose **10.8 percent**, with an impressive **16.5 percent increase** for graduate degrees and credentials.

This success reflects years of collaboration among campuses, K–12 schools, employers, and state leaders. Together, we've worked to make college more affordable and degree pathways clearer. Behind every percentage point is a Kentuckian whose life has changed — a first-generation student, a working parent, an adult learner returning to finish what they started. Kentucky's momentum is clear: higher education matters, and more Kentuckians are completing the journey.

## Graduate Profile will help students succeed in state's economy and workforce

When I talk with employers across Kentucky, I hear a consistent message: they need graduates who can think critically, communicate effectively, and adapt to change. They're looking for people who can solve problems, work in teams, and bring creativity and integrity to everything they do.

That's exactly what the Kentucky Graduate Profile is designed to deliver. It's our statewide postsecondary learning framework — a clear, shared vision of what every graduate from a Kentucky public college or university should know and be able to do. The Graduate Profile focuses on 10 Essential Skills — from professionalism and critical thinking to civic engagement and intercultural competence. These are the human skills that define success in any career, and they're more important than ever as technology and artificial intelligence reshape the workforce.

Our goal is simple but powerful: every Kentucky graduate should understand, articulate, and demonstrate mastery of these skills. Each of our public institutions has a Graduate Profile Academy team made up of faculty, staff, and administrators who are integrating these skills into coursework and advising.

This work ensures that Kentucky degrees remain high-quality and relevant to today's economy. It also helps answer the biggest questions students ask: Is college valuable? The answer is yes — because Kentucky colleges don't just prepare students for their first job. We prepare them for life. The Graduate Profile ensures that every credential represents not just knowledge, but the confidence, curiosity, and capability to thrive in a changing world.

### Kentucky Graduate Profile: The 10 Essential Skills





## OFFICE UPDATES

### GEARUP KY receives federal funding for 7 years

CPE was one of eight states awarded a highly competitive seven-year, \$35 million GEAR UP grant from the U.S. Department of Education. Through this grant, GEAR UP Kentucky will serve more than 10,000 students in eight Kentucky districts that serve a high percentage of students from low-income households. Participating school districts include Anderson County, Augusta Independent, Bath County, Mason County, Mercer County, Newport Independent, Pendleton County and Washington County.

This award marks the fifth GEAR UP Kentucky grant administered by CPE, underscoring the Council's longstanding leadership in expanding educational opportunity. Earlier this year, CPE and GEAR UP Kentucky proudly celebrated 25 years of GEAR UP in Kentucky, highlighting the program's deep and lasting impact on students, families and communities.

### CPE hosts discussion on life-long learning

The National Center on Education and the Economy visited CPE offices in early October to discuss how state education, business and policy leaders can build bridges between school and work to promote life-long learning and economic prosperity. University leaders, K-12 leaders, the Kentucky Chamber and legislators explored strategies to help more Kentuckians complete college and thrive across a lifetime.

## STAFF UPDATES



**Jessica Fletcher** has been named Chief Communications Officer. Jessica joined the CPE team earlier this year to lead our Futuriti work. In her new role, she will further our commitment to making strategic communications a priority for the agency.



**Travis Muncie** was promoted to Assistant Vice President of Data, Research and Advanced Analytics. During his time as Chief Information Officer, the team has increased CPE's data and analytics capacity to drive postsecondary improvement.



**Jasmin Thurman** was hired as the Executive Assistant to the President. Jasmin's previous work includes GEAR UP, the Kentucky Housing Corporation, Kentucky State University and the Administrative Office of the Courts.

## RECENT SPEAKING ENGAGEMENTS



Louisville artist Ed Hamilton designed the statue of Supreme Court Justice John Marshall Harlan, a Centre alumnus and Kentucky native.

### The Great Dissenter reminds us why higher education matters

In October I had the pleasure of speaking at **Centre College's dedication of a new statue memorializing Supreme Court Justice John Marshall Harlan**, a Kentucky native and Centre alumnus. Called "the Great Dissenter," Harlan is most recognized for his dissent in *Plessy v. Ferguson*, which legitimized "separate but equal" accommodations for Black and White Americans. However, during his 34-year tenure on the Supreme Court, Harlan wrote hundreds of dissenting opinions, defending not only civil rights, but also anti-monopoly laws, workers' rights and centralized federal powers. About *Plessy v. Ferguson*, Harlan wrote, "The Constitution is colorblind, and neither knows nor tolerates classes among citizens." His dissent laid the legal groundwork for the eventual desegregation of schools, 58 years later through *Brown vs. the Board of Education*.

In September and November, I also visited several states to share the good work Kentucky is doing. These engagements included:

- Sept. 15, during the **KY Association of School Superintendents** meeting, I addressed the P-20 collaborations happening as a result of the Commonwealth Education Continuum.
- Oct. 16, at the **Ascent to 55** convening in Mississippi, I spoke about the power of data, and how Kentucky is using our advantage as a national leader in longitudinal data collection to support student success efforts.
- Oct. 21, at **Strada's State Opportunity Index Convening**, I spoke about how dual credit opportunities are reducing time to college completion and student debt for Kentuckians.



# 2022-30 STATEWIDE STRATEGIC AGENDA

## INSTITUTIONAL UPDATE

University of Kentucky





# ADVANCING KENTUCKY





# Advancing Kentucky Together Network

**Vision:** A Commonwealth where **every Kentuckian** has access to quality care, a strong education, meaningful work and a connected community.

**Mission:** To serve as a convener and align the University of Kentucky's research, service and learning capabilities with statewide partners to **co-create** scalable, **community-based solutions** that advance opportunity and wellbeing in every corner of the Commonwealth.



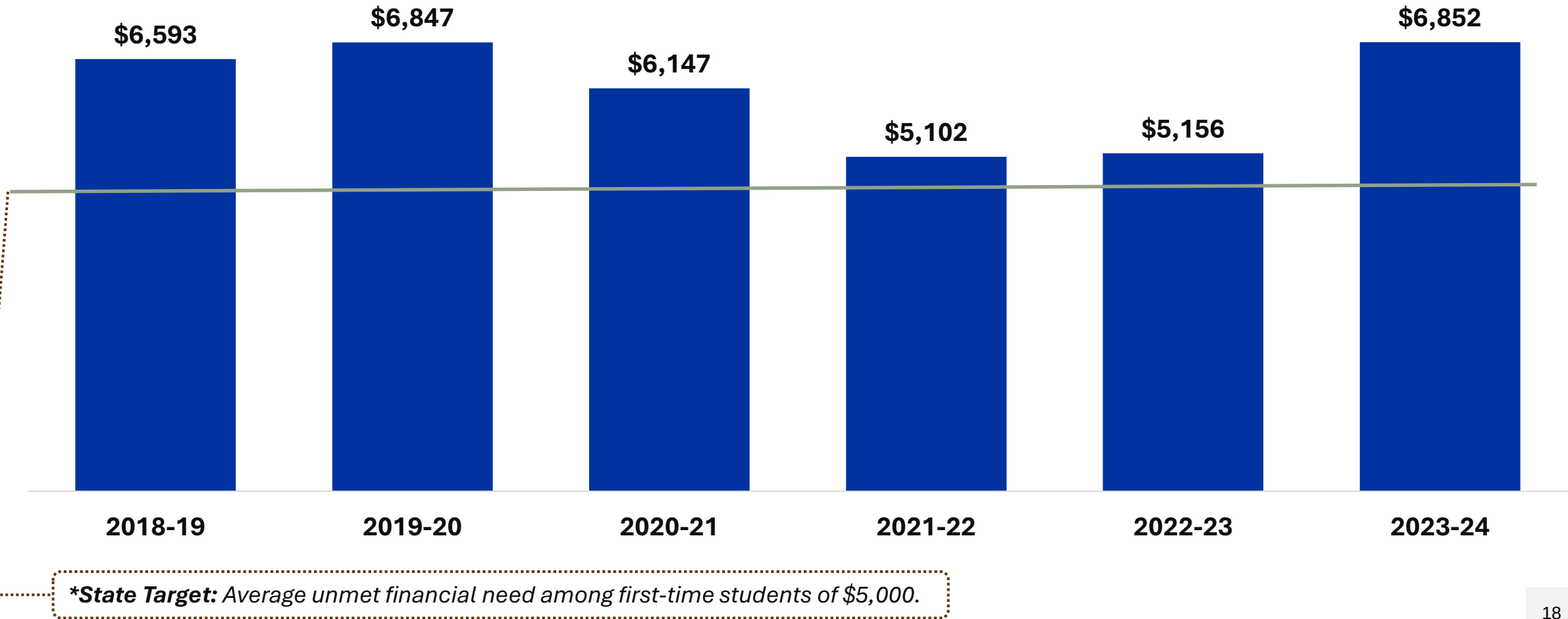
# Enrolling More Students, Graduating More Educated Citizens

- 9,772 degrees and certificates awarded in academic year 2024-25 — up from 5,835 in 2010-11.
- Record graduation rate at nearly 72%, among top 100 public institutions in the country that grant primarily bachelor's degrees or higher.
- Fall 2025 (Preliminary) record enrollment rates:
  - 7,012 first-year students — up from 6,513 last fall.
  - 4,168 first-year students are from Kentucky.
  - 1,882 first-generation students — another record.
  - 38,719 total students, including 27,732 undergrads.



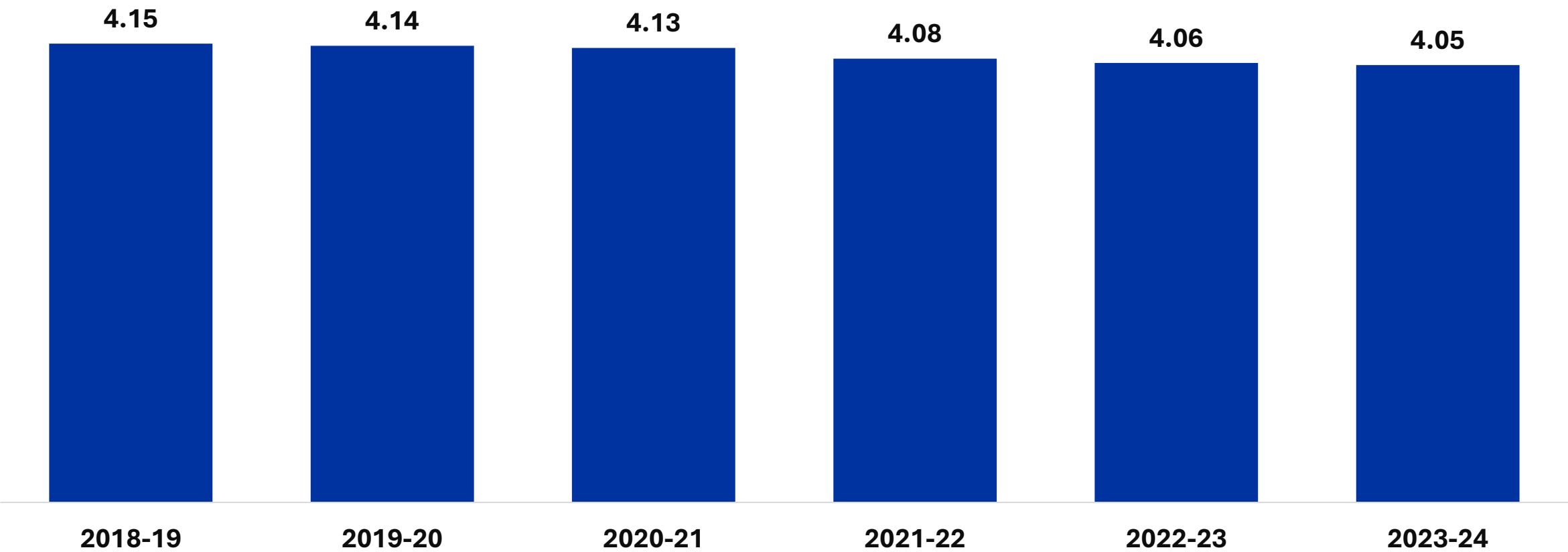
# KEY PERFORMANCE INDICATOR — AFFORDABILITY

**First-Time Student Unmet Financial Need:** Average annual amount students pay out of pocket after financial aid and student aid index (SAI) are subtracted.



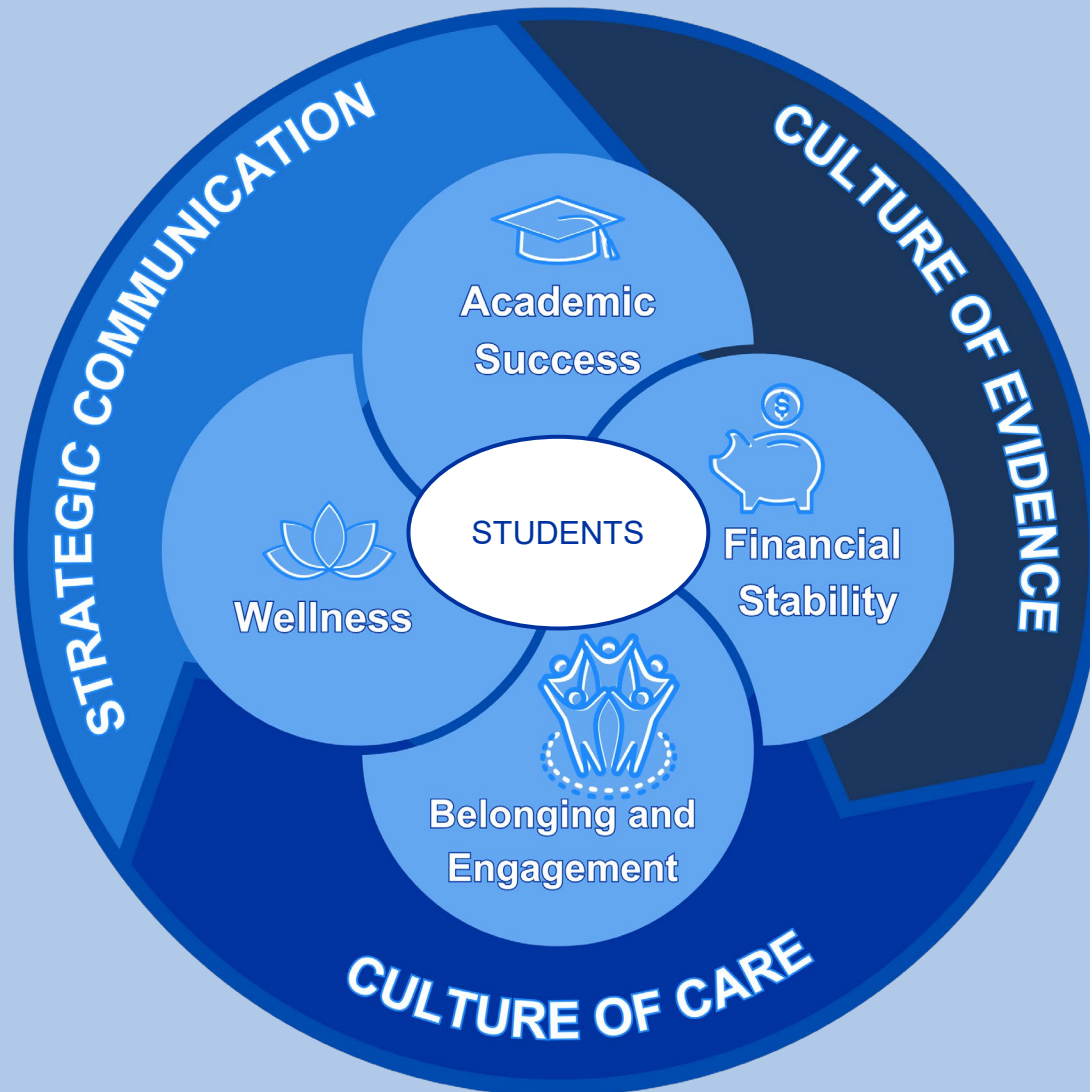
# KEY PERFORMANCE INDICATOR — AFFORDABILITY

**Time to Degree:** Average number of academic years students are enrolled prior to undergraduate degree completion.



*\*No state targets.*

## Four Key Elements to Student Success



### Principles for student success:

- Create a culture of evidence with models and analytics.
- Align data with strategic communications, outreach and intervention.



# UK INVESTS

## FIRST YEAR GRADE POINT AVERAGE

FALL 2023  
COHORT

2.99  
GPA

WITHOUT  
UK INVESTS  
ACCOUNT

3.29  
GPA

WITH  
UK INVESTS  
ACCOUNT

FALL 2024  
COHORT

2.93  
GPA

WITHOUT  
UK INVESTS  
ACCOUNT

3.27  
GPA

WITH  
UK INVESTS  
ACCOUNT

## SECOND FALL RETENTION

FALL 2023  
COHORT

84%

WITHOUT  
UK INVESTS  
ACCOUNT

91%

WITH  
UK INVESTS  
ACCOUNT

FALL 2024  
COHORT

81%

WITHOUT  
UK INVESTS  
ACCOUNT

89%

WITH  
UK INVESTS  
ACCOUNT

MORE THAN  
**\$2 MILLION\***

EARNED BY STUDENTS SINCE 2023

**\$5.3 MILLION\***

TOTAL ASSET VALUE FOR UK STUDENTS

## FALL 2023 COHORT

60%  
WITHOUT  
ACCOUNT



40%  
WITH  
ACCOUNT

Fall 2023 — w/ account (n=2,537), w/o account (n=3,821)

## FALL 2024 COHORT

41%  
WITHOUT  
ACCOUNT



59%  
WITH  
ACCOUNT

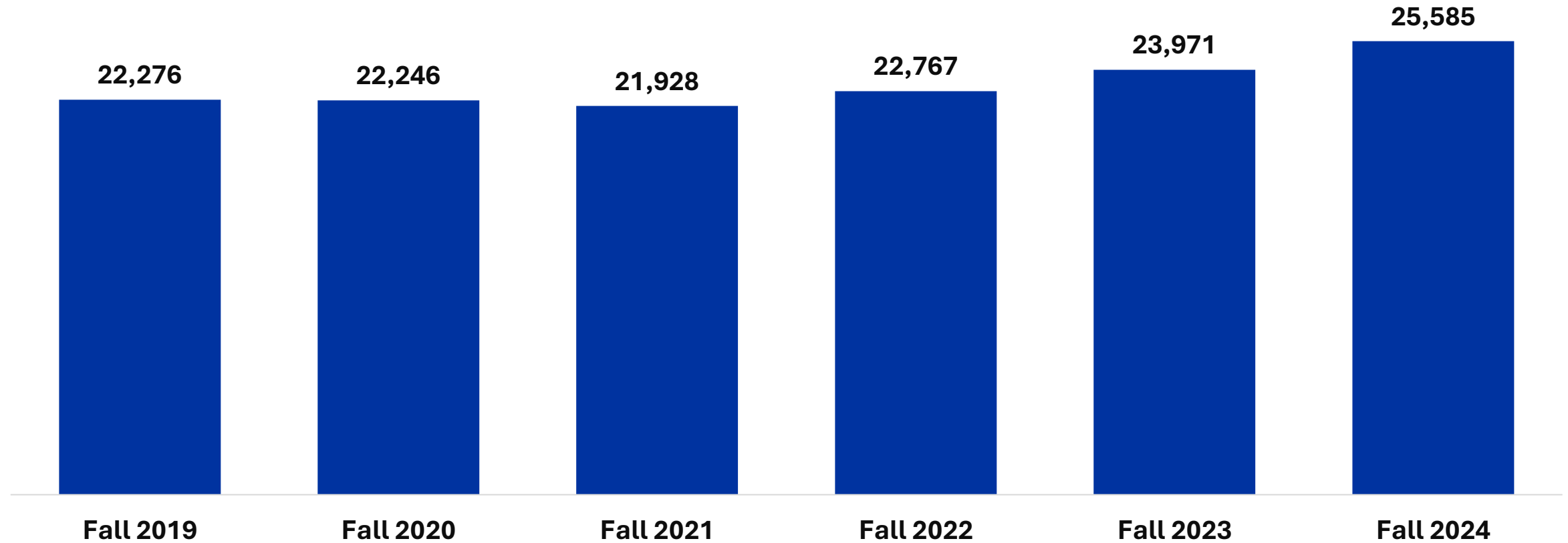
Fall 2024 — w/ account (n=3,771), w/o account (n=2,667)

**12K+** TOTAL STUDENTS  
PARTICIPATING \*

\*AS OF SEPT. 2025

# KEY PERFORMANCE INDICATOR — TRANSITIONS

**Undergraduate Enrollment:** Total unduplicated number of students who enroll in an undergraduate program offered by one of Kentucky’s public colleges or universities in an academic year, either full-time or part-time.

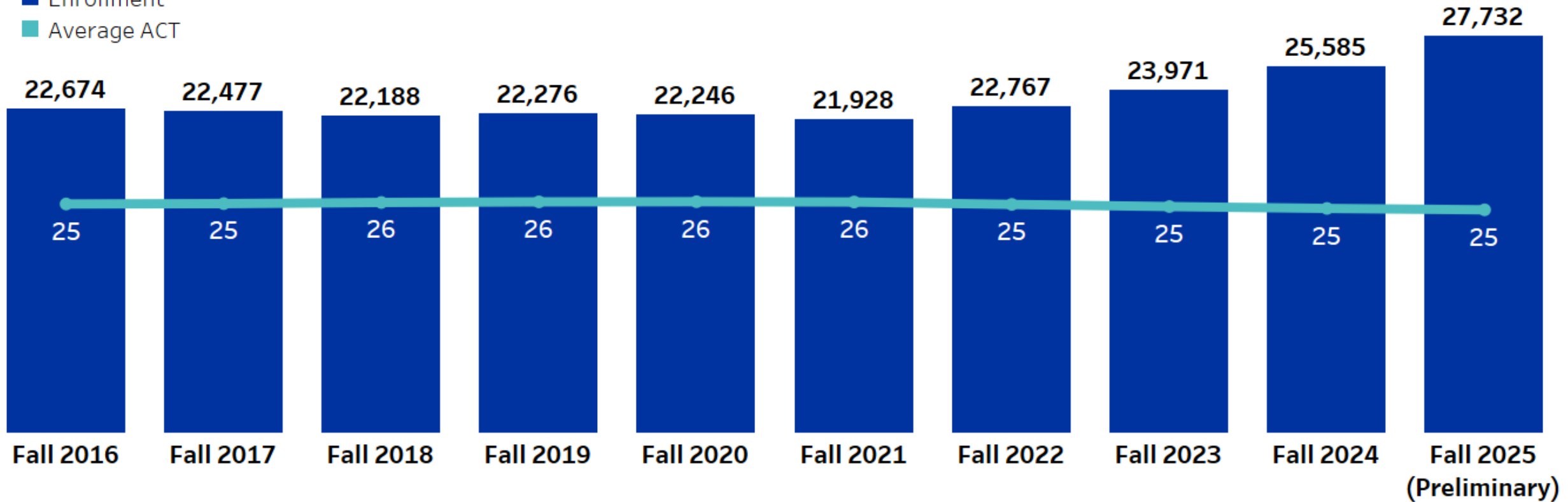


*\*State Target: Total undergraduate enrollment in all sectors of 222,000 by 2030. As of Fall 2024, total enrollment equaled 217,555.*

# KEY PERFORMANCE INDICATOR — TRANSITIONS

**Undergraduate Enrollment:** Total unduplicated number of students who enroll in an undergraduate program offered by one of Kentucky's public colleges or universities in an academic year, either full-time or part-time.

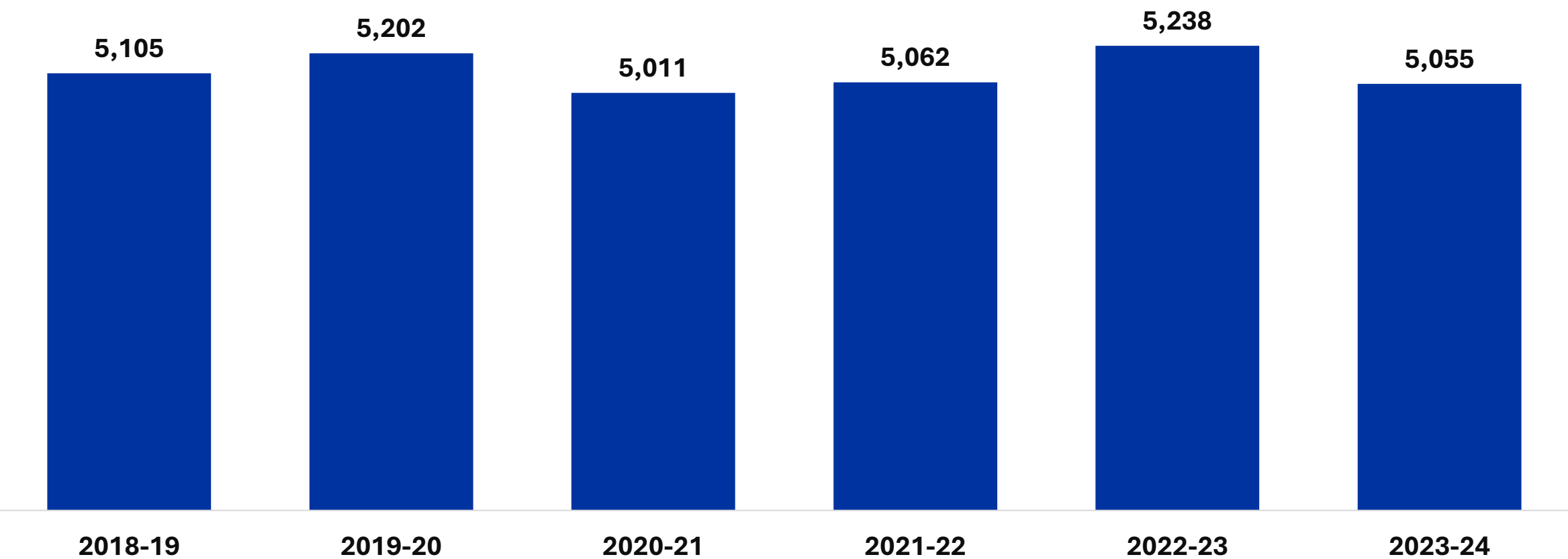
■ Enrollment  
■ Average ACT



**\*State Target:** Total undergraduate enrollment in all sectors of 222,000 by 2030. As of Fall 2024, total enrollment equaled 217,555.

# KEY PERFORMANCE INDICATOR — SUCCESS

**Undergraduate Degrees and Credentials:** Number of undergraduate degrees awarded in an academic year.



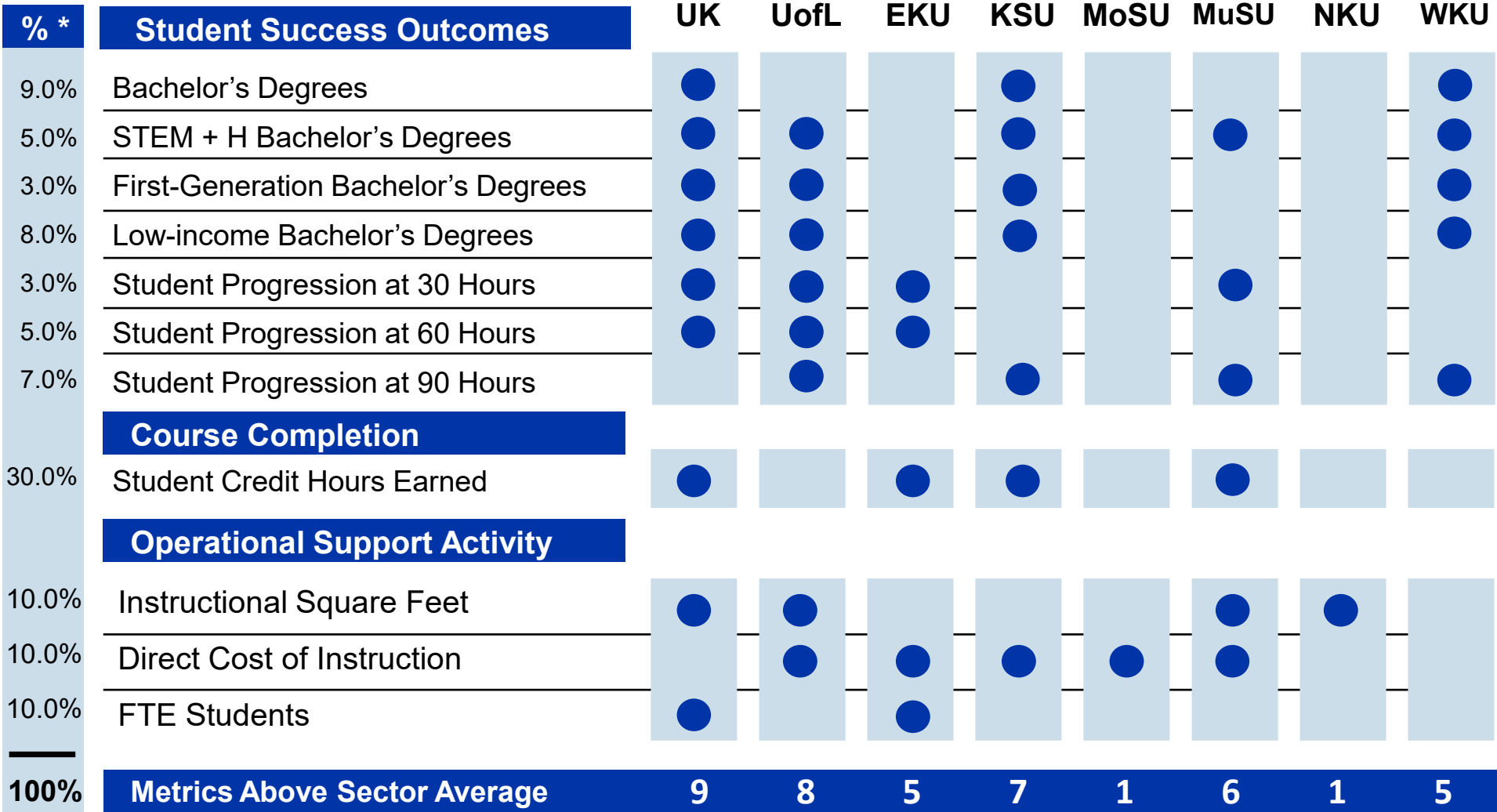
***\*State Target:** To increase Kentucky’s bachelor’s attainment to the national average (~26% of the working age population by 2030), Kentucky will need 158,000 new degrees by 2030 (raising average annual production by about 4,000).*

# Postsecondary Education Performance Funding University Model

Metrics where rates of growth exceeded sector average between FY 2024-25 and FY 2025-26 iterations

\* Performance funding metric shares

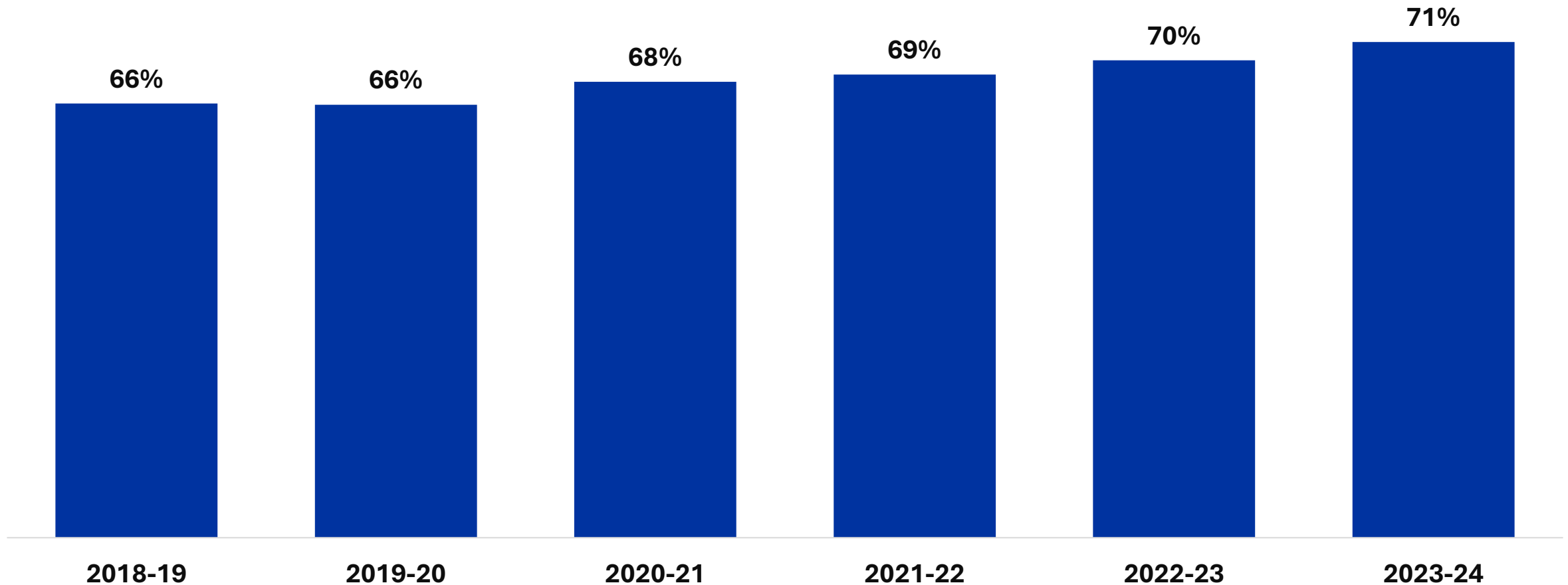
Sources: Kentucky Council on Postsecondary Education. Materials provided to the Chief Budget Officers Group. | Kentucky Council on Postsecondary Education. 2025-26 Performance Distribution. April 15, 2025.





# KEY PERFORMANCE INDICATOR — SUCCESS

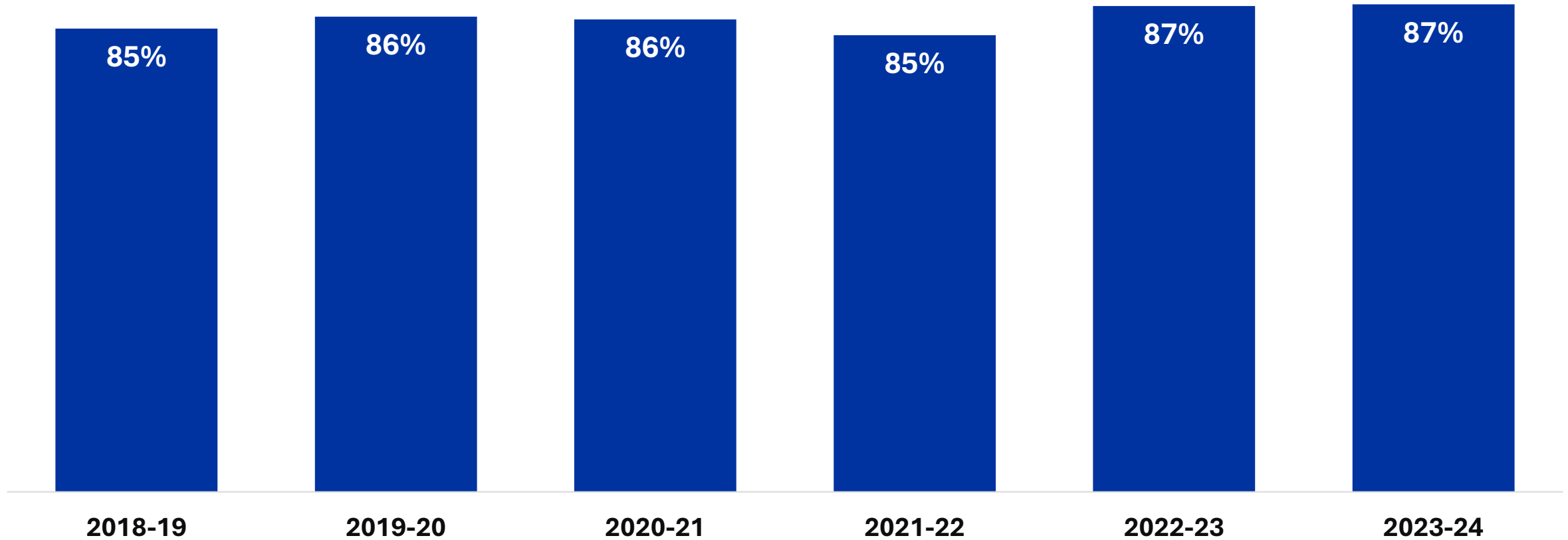
**150% Graduation Rate:** Percentage of first-time, full-time degree-seeking students who receive an undergraduate degree within 6 years.



*\*Benchmark Data: The latest available national rate among institutions in the same Carnegie Classification is 75%. The 2030 goal for all Kentucky four-year publics is 65%.*

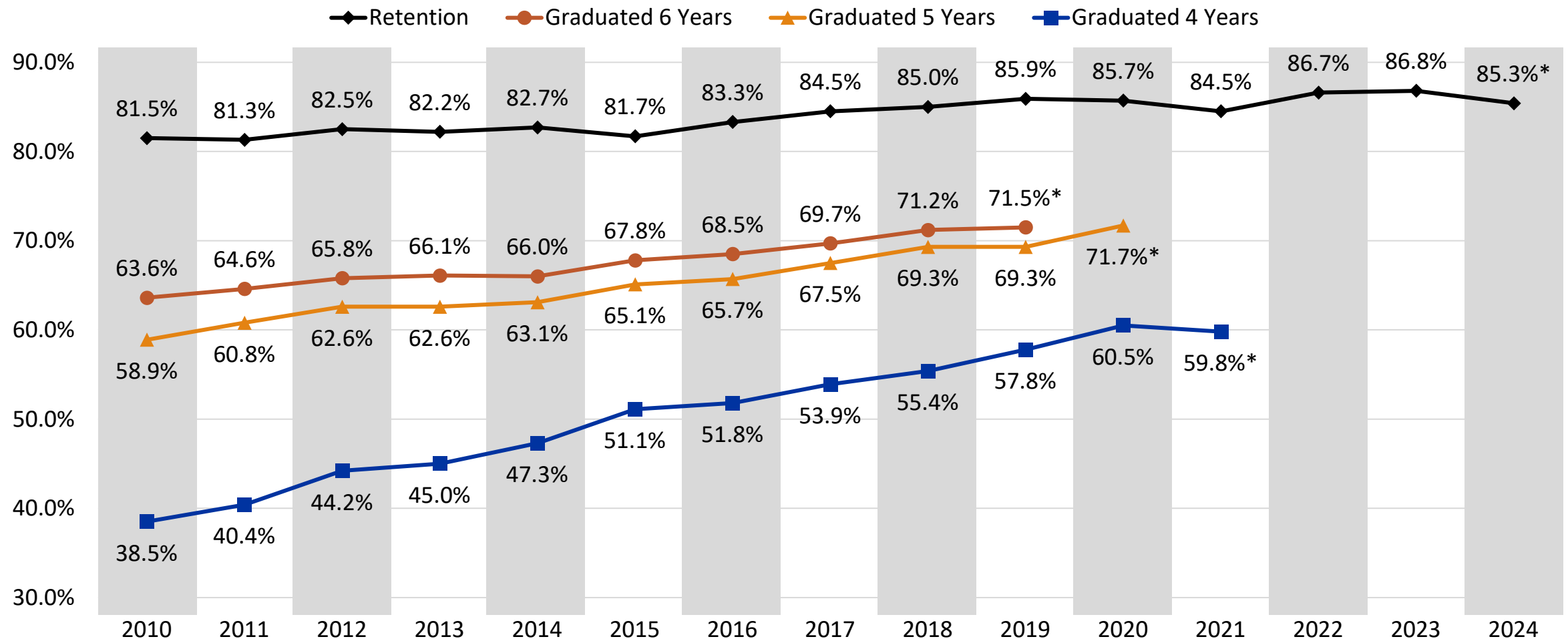
# KEY PERFORMANCE INDICATOR — SUCCESS

**Retention Rate:** Percentage of first-time, degree- or credential-seeking students enrolled in the summer or fall of their first year who are still enrolled at the same institution the following fall.



***\*Benchmark Data:** The latest available national rate among institutions in the same Carnegie Classification is 88%. The 2030 goal for all Kentucky four-year publics is 84%.*

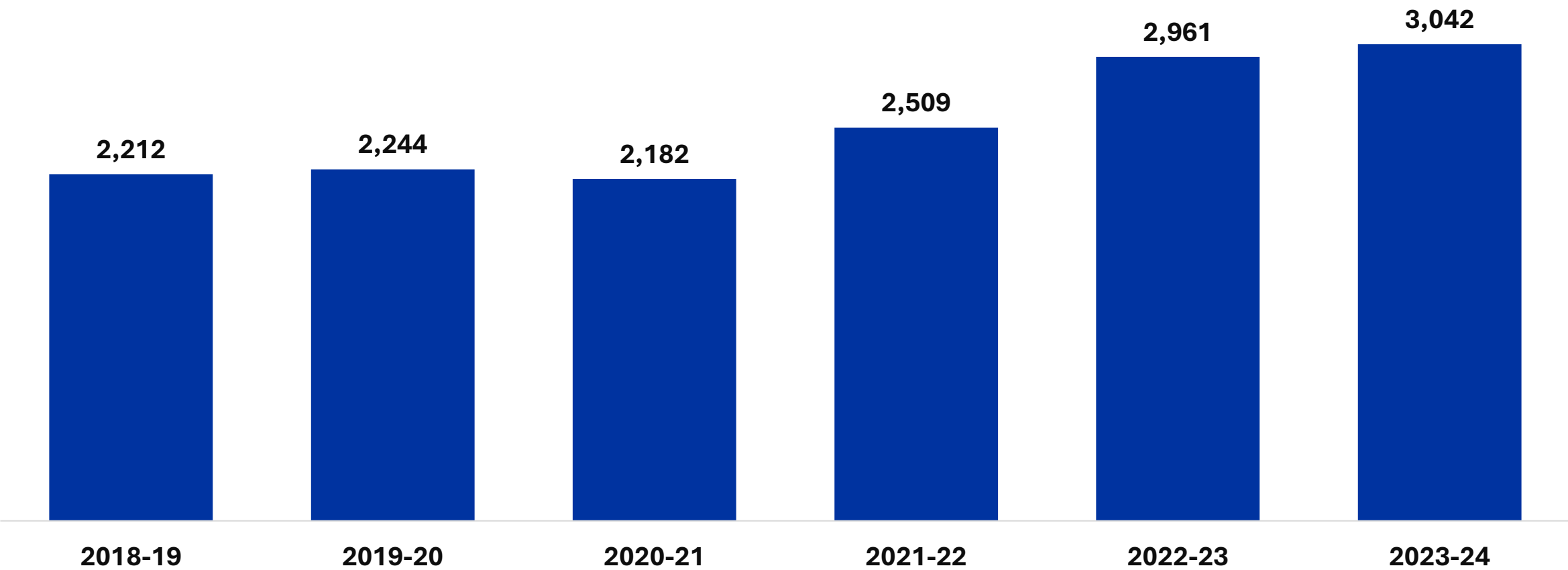
# Retention and Graduation Rates by Entering Fall Semester Cohort



\* Preliminary data

# KEY PERFORMANCE INDICATOR - TALENT

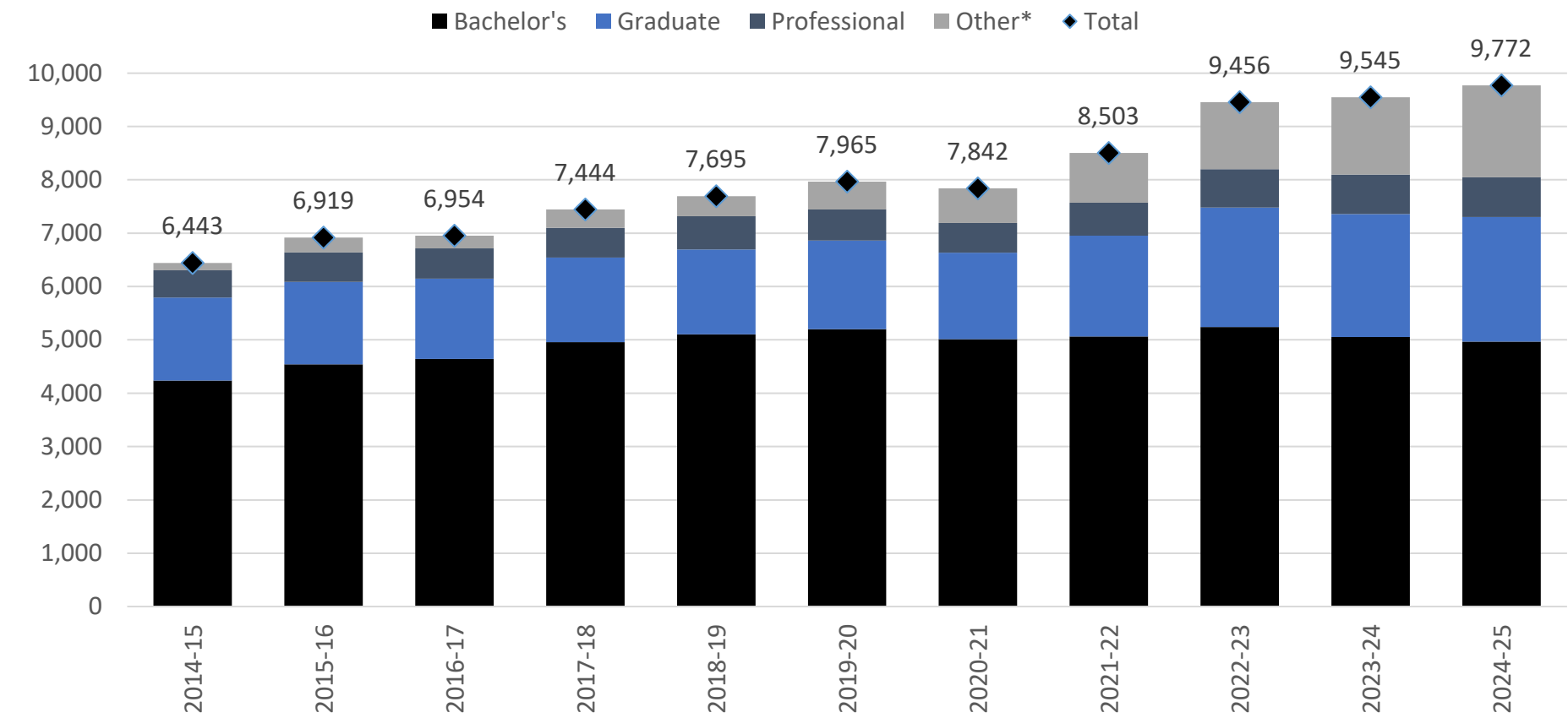
**Graduate and Professional Degrees:** Total number of graduate/professional degrees awarded in an academic year.



**\*State Target:** To increase Kentucky’s graduate attainment to the national average (17% of the working-age population) by 2030, the state will need 127,000 new degrees by 2030 (raising average annual production by about 2,200).

# University of Kentucky: Growing for Kentucky

Degrees and Credentials Awarded



**Growth in Degrees and Credentials**

**Bachelor's**  
+728

**Graduate**  
+779

**Professional**  
+233

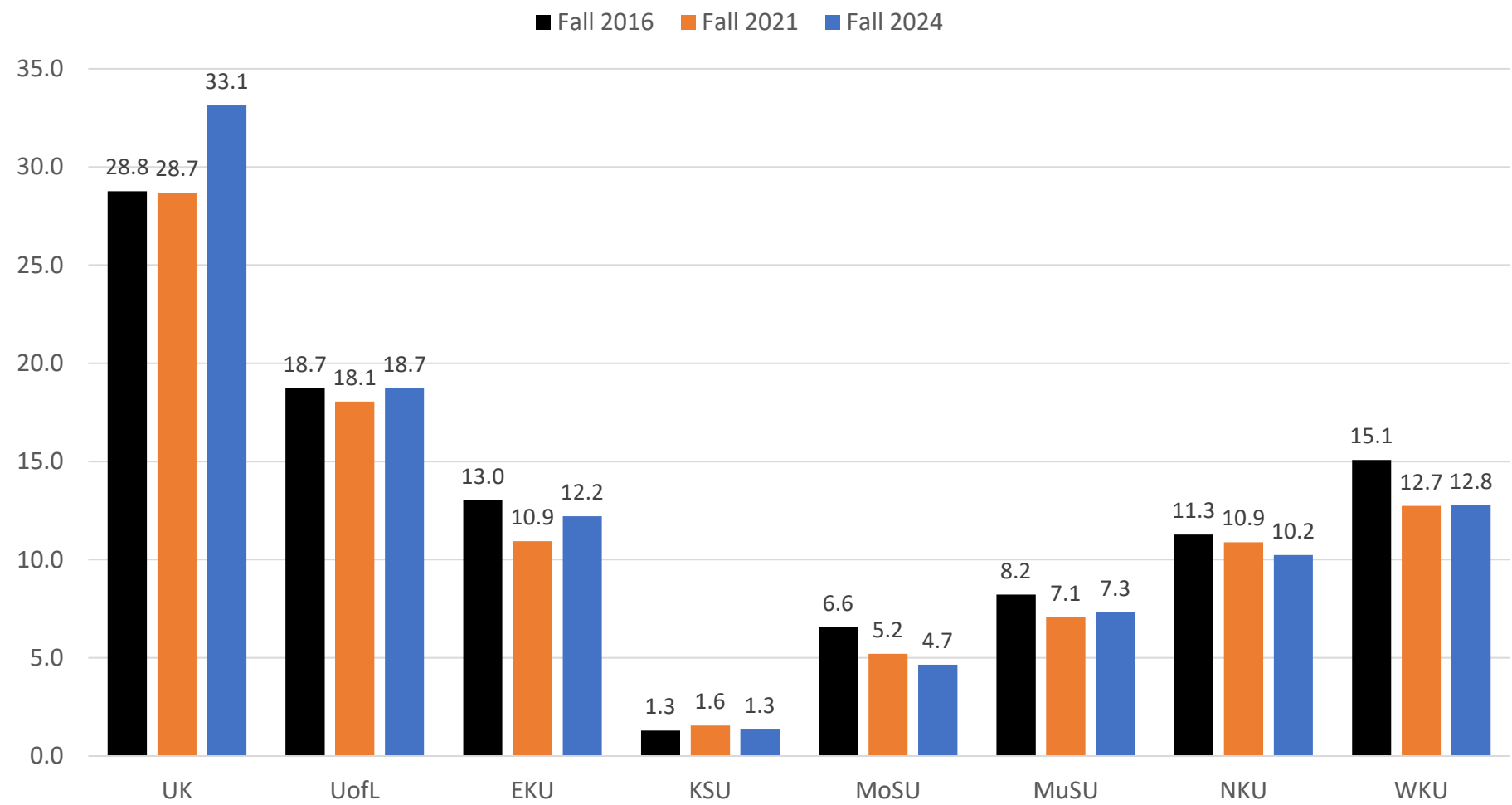
**Other\***  
+1,589

**Total**  
+3,329

\*Other includes Undergraduate Certificates, Graduate Certificates and Postgraduate Certificates.



# Full-Time Equivalent Enrollment by University, in Thousands



| FTE Change<br>Fall 2016 to<br>Fall 2024 |        |
|-----------------------------------------|--------|
| UK                                      | 4,363  |
| UofL                                    | -9     |
| ECU                                     | -799   |
| KSU                                     | 50     |
| MoSU                                    | -1,909 |
| MuSU                                    | -895   |
| NKU                                     | -1,039 |
| WKU                                     | -2,318 |
| Total                                   | -2,556 |

\*Full-time equivalent (FTE) enrollment is a standardized measure that converts part-time student enrollment into the equivalent number of full-time students, allowing for consistent comparisons across institutions. High school students are excluded.

Source: Kentucky Council on Postsecondary Education.

# Advancing Our Why

- Expanding health-care programs to meet state workforce needs.
- Investing in facilities — like the new Health Education Building — to support students and the workforce.
- Growing health-care enrollment across disciplines.
- Strengthening pipelines through the Advancing Kentucky Together Network.
- Creating scholarships and innovative programs that invest in student success.
- Building the infrastructure — and partnerships — to sustain growth.

Our *why* drives everything: **to advance Kentucky in all that we do.**









# 2022-30 STATEWIDE STRATEGIC AGENDA UPDATE

Association of  
Independent Kentucky  
Colleges and Universities

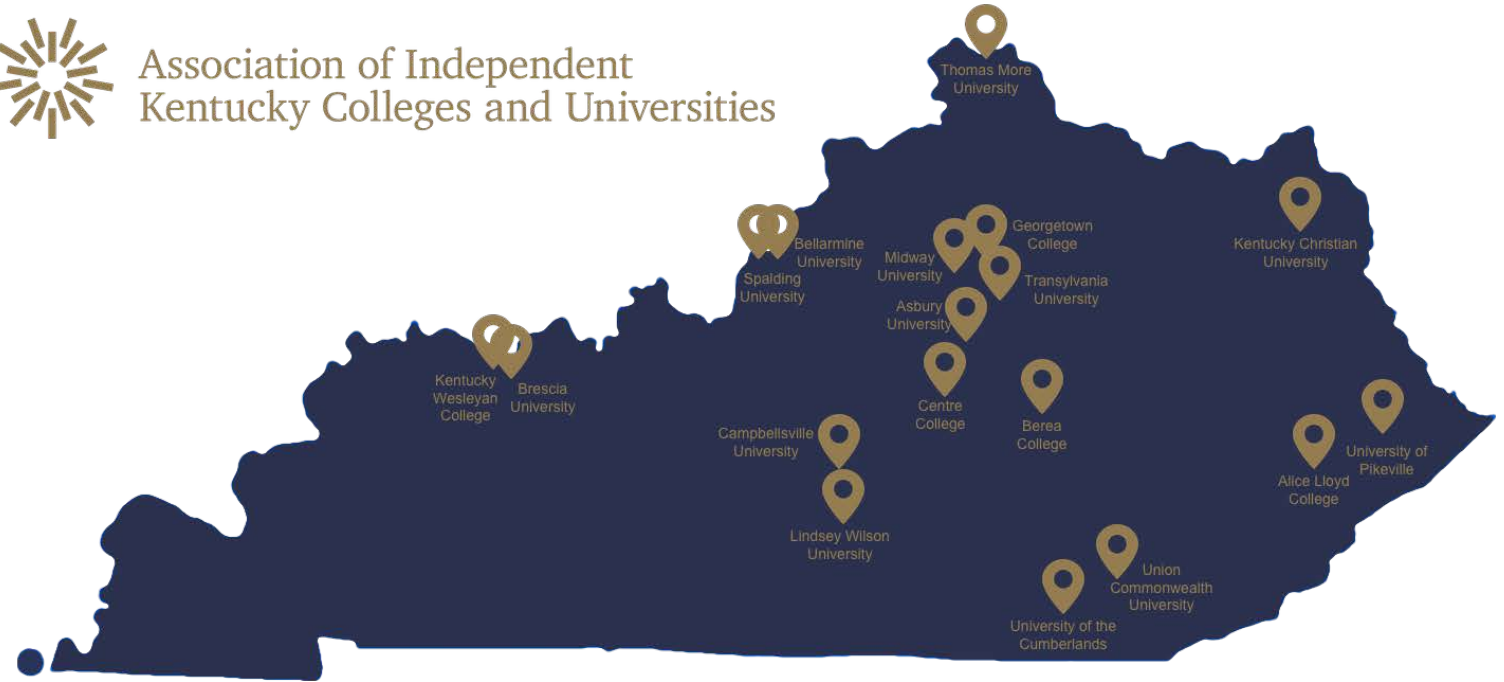


# AIKCU Overview

**18 private,  
nonprofit  
colleges and  
universities**



Association of Independent  
Kentucky Colleges and Universities



Alice Lloyd College • Asbury University • Bellarmine University • Berea College • Brescia University  
Campbellsville University • Centre College • Georgetown College • Kentucky Christian University  
Kentucky Wesleyan College • Lindsey Wilson University • Midway University • Spalding University  
Thomas More University • Transylvania University • Union Commonwealth University  
University of Pikeville • University of the Cumberlands

# AIKCU Overview

18 AIKCU colleges and universities accredited by SACSCOC, governed by independent boards, licensed by CPE, and participate in strategic agenda and CPE data collections.

Diverse, mission-driven institutions located throughout the Commonwealth: national liberal arts colleges, faith-based institutions, work colleges, comprehensive universities. Enrollments range from 600 to 23,000.

Offer credentials ranging from workforce certificates to PhDs and professional programs in high-demand fields.

\$2 billion economic impact in the Commonwealth. 8,000+ faculty and staff.



# AIKCU Overview



Association of Independent  
Kentucky Colleges and Universities

18

independent, nonprofit, SACSCOC-accredited  
Kentucky colleges  
and universities



15,000+  
degrees/credentials



2023-24 degrees; source: KY Council on Postsecondary Education

■ Undergraduate ■ Graduate

59,000  
STUDENTS



■ Undergrad  
■ Graduate



\$430M  
institutional  
grants and  
scholarships

\$2  
billion  
economic impact  
in Kentucky

48%

of degree-seeking  
undergraduates receive  
Pell Grants  
12,300+ Pell recipients  
attend AIKCU institutions

\$38 million  
median endowment



Award nearly **1 in 4** Kentucky bachelor's degrees  
(24% of degrees tracked by CPE in AY24)

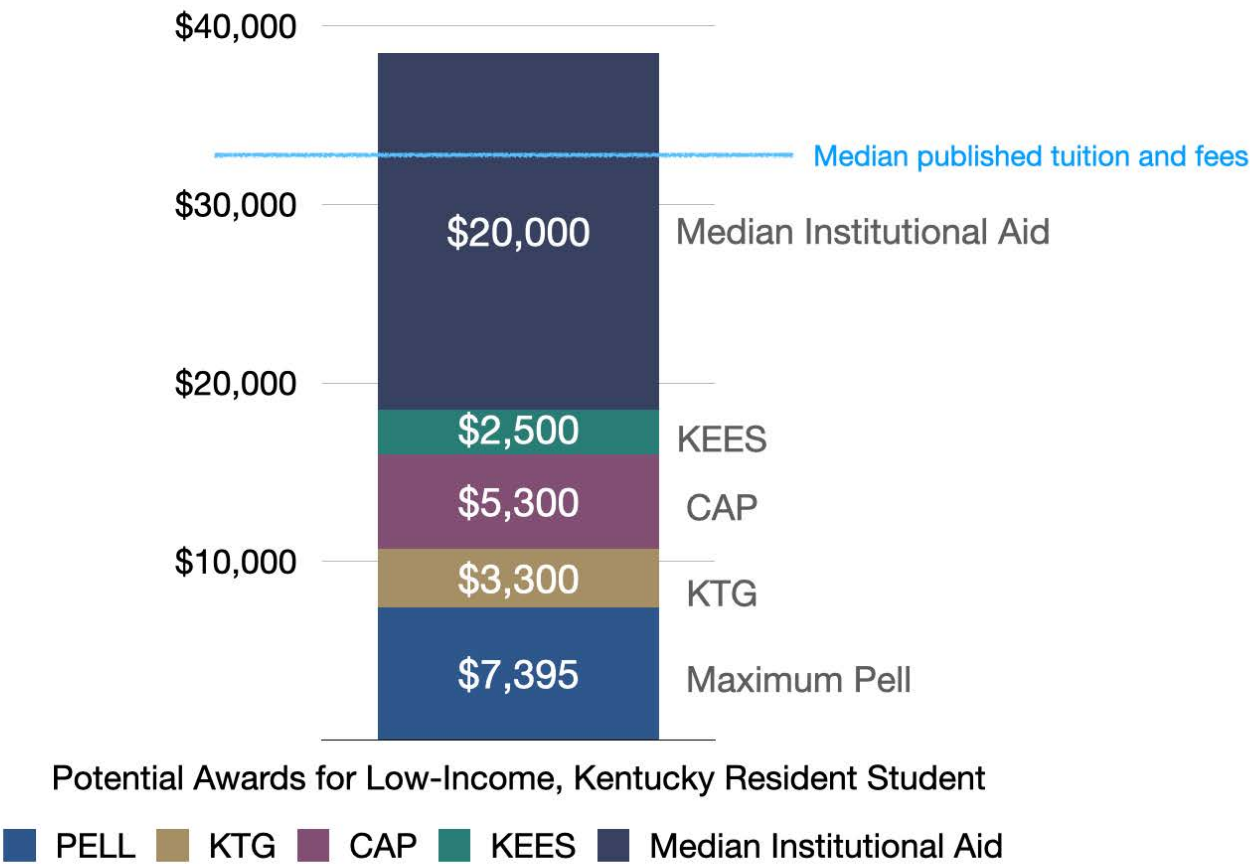
# AIKCU'S KEY STRATEGIES ON AFFORDABILITY



- 97% of FTFT, degree-seeking undergraduates receive financial aid.
- 48% of degree-seeking undergraduates are Pell-eligible.
- More than \$430 million in institutional aid in FY24. Tuition guarantees at many AIKCU members for full Pell students.
- Work with KHEAA, K12, other partners to encourage FAFSA completion and demystify student aid process.
- Median published tuition and fees = \$32,180 (about 23% lower than national private college average).
- Moderate median federal student loan debt: \$23,639. 55% of undergrads take federal loans.
- Graduation in 4 years.

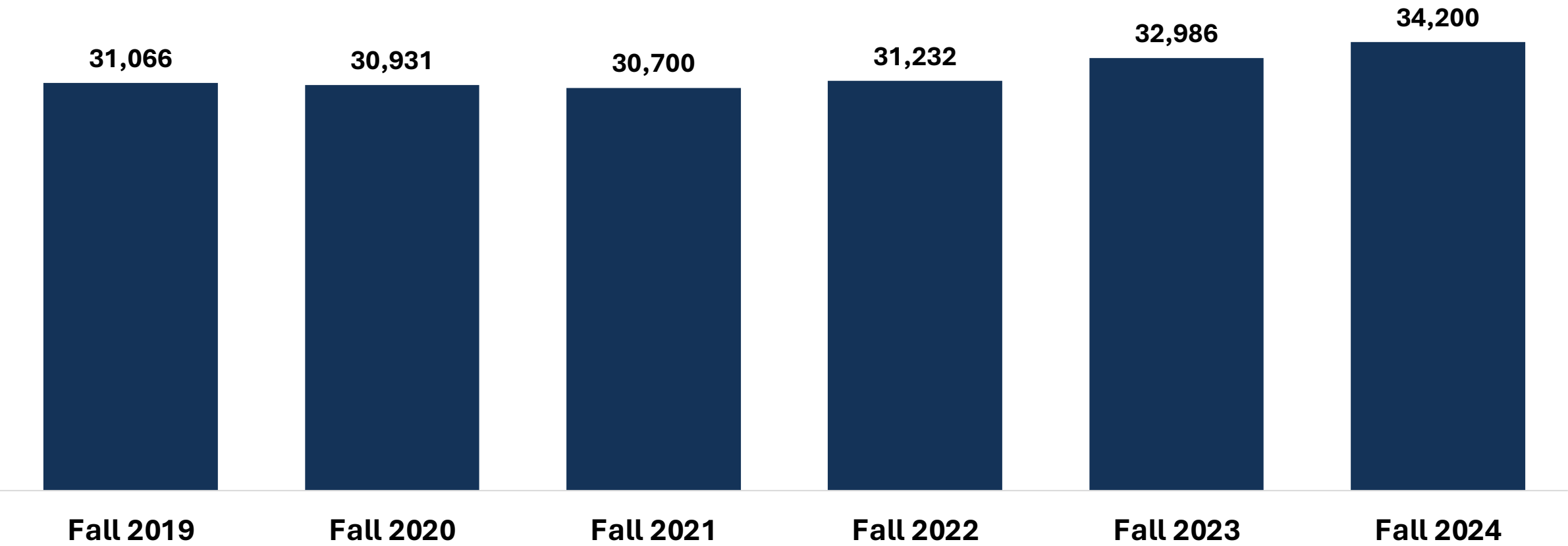
# AIKCU'S KEY STRATEGIES ON AFFORDABILITY

Student aid is key to affordability



# KEY PERFORMANCE INDICATORS – TRANSITIONS

**Undergraduate Enrollment:** Total unduplicated number of students who enroll in an undergraduate program offered by AIKCU colleges or universities in an academic year, either full-time or part-time.



*\*State Target: Total undergraduate enrollment in all sectors of 222,000 by 2030. As of Fall 2024, total enrollment equaled 217,555.*

# AIKCU'S KEY STRATEGIES ON TRANSITIONS

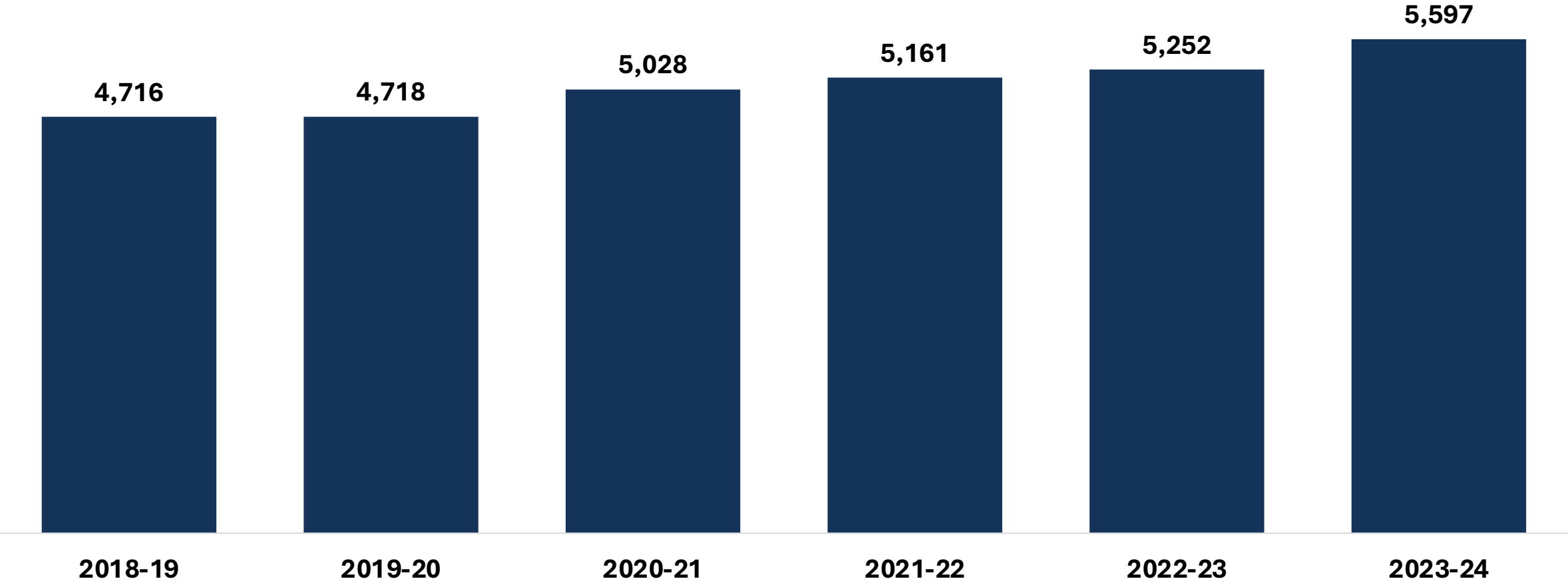


- Strong partnerships with K12, including dual credit, targeted affordability initiatives, and employment pathways
- Partnerships with KCTCS to enhance transfer
- Engaging adult learners: 25% of AIKCU bachelor's degrees awarded last year to students age 25-49
- Expanding online offerings – for returning adults and increasingly, traditional age students
- *Preliminary enrollment data: UG enrollment up 4.3% this fall (credential seeking +6.5%)*



# KEY PERFORMANCE INDICATORS -- SUCCESS

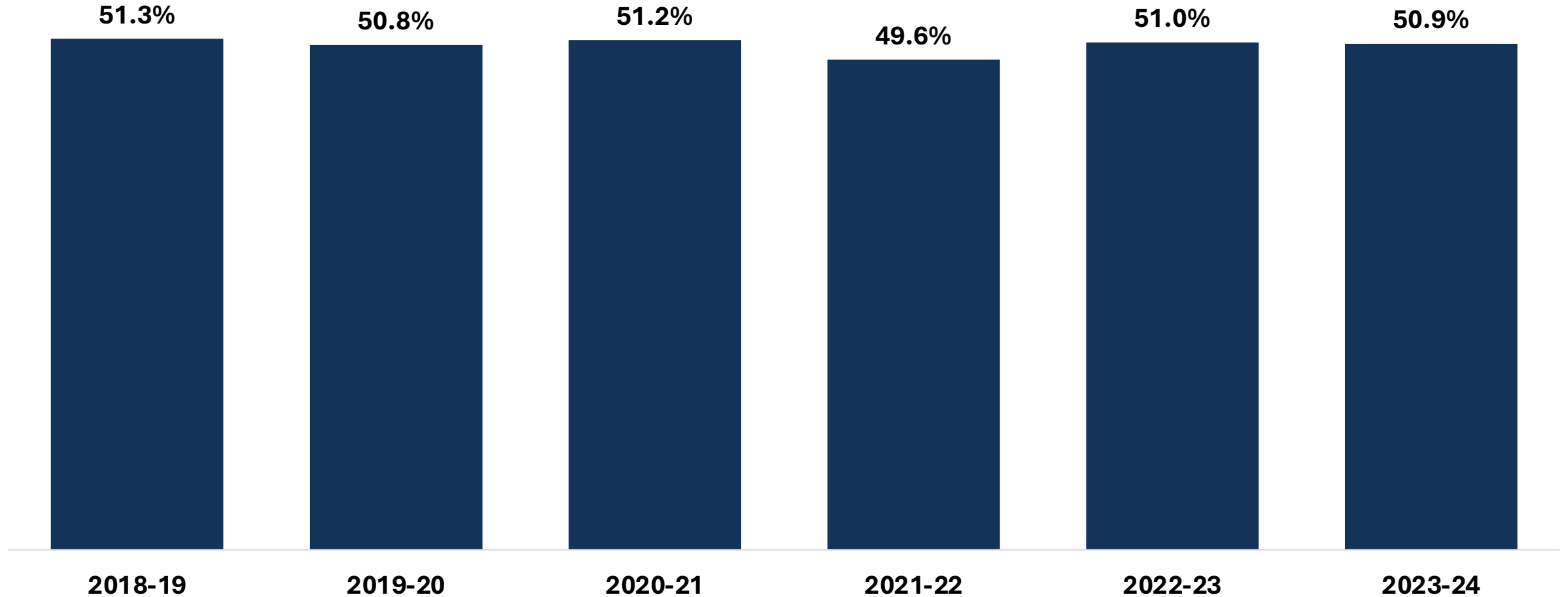
**Undergraduate Degrees & Credentials:** Number of undergraduate degrees awarded in an academic year.



***\*State Target:** To increase Kentucky’s bachelor’s attainment to the national average (~26% of the working age population by 2030), Kentucky will need 158,000 new degrees by 2030 (raising average annual production by about 4,000).*

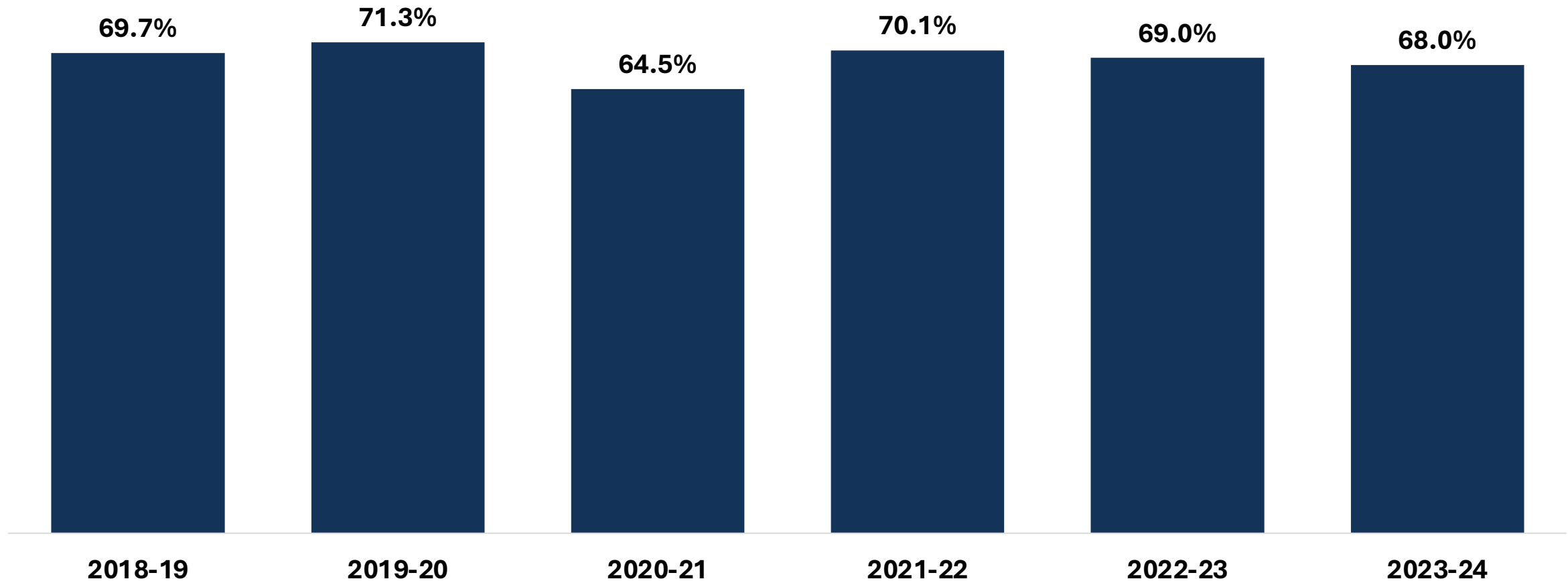
# KEY PERFORMANCE INDICATORS -- SUCCESS

**150% Graduation Rate:** Percentage of first-time, full-time degree-seeking students who receive an undergraduate degree within 6 years



# KEY PERFORMANCE INDICATORS -- SUCCESS

**Retention Rate:** Percentage of first-time, degree- or credential-seeking students enrolled in the summer or fall of their first year who are still enrolled at the same institution the following fall.



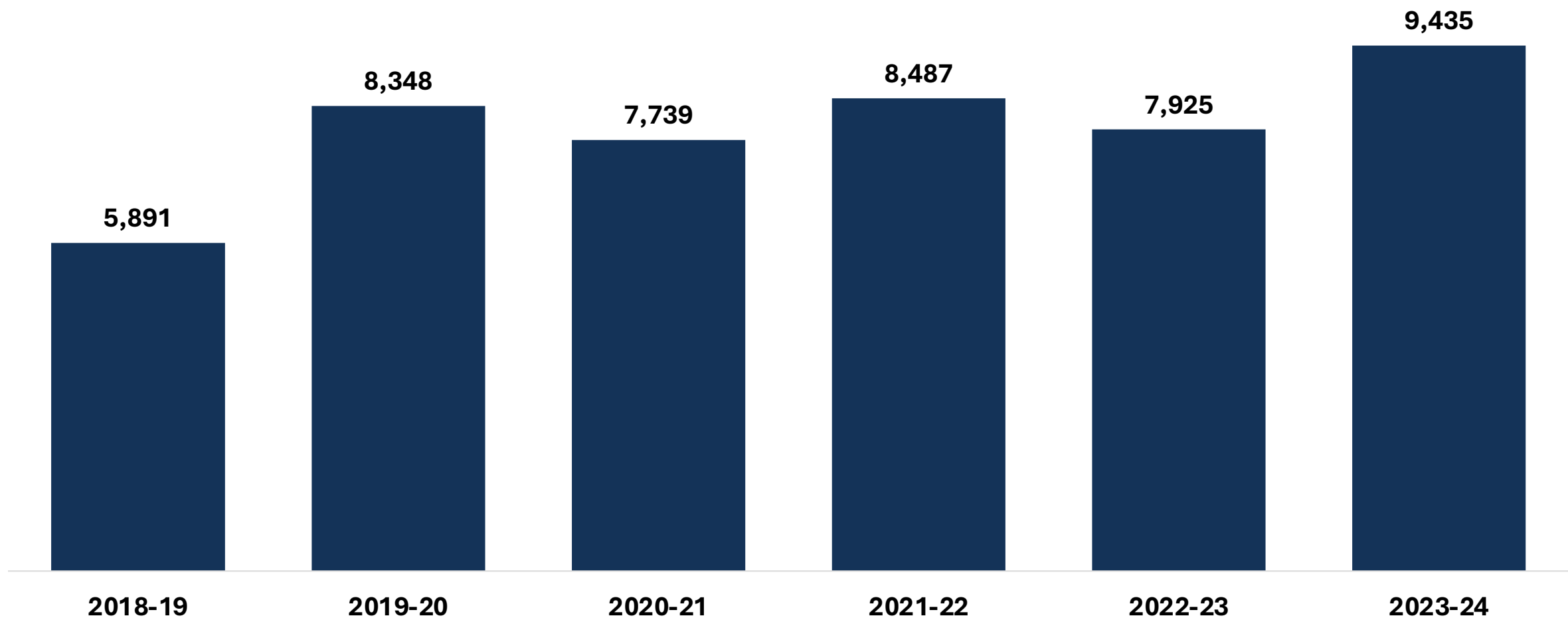
# AIKCU'S KEY STRATEGIES ON SUCCESS



- Investments in student success strategies and supports: advising; career services; programs for first generation students, veterans, and other groups; financial wellness; basic needs; mental health
- Focus on high-impact educational practices
- Connecting education to outcomes through career advising, internships, and work-based learning opportunities

# KEY PERFORMANCE INDICATORS -- TALENT

**Graduate and Professional Degrees:** Total number of graduate/professional degrees awarded in an academic year.





# AIKCU'S KEY STRATEGIES ON TALENT

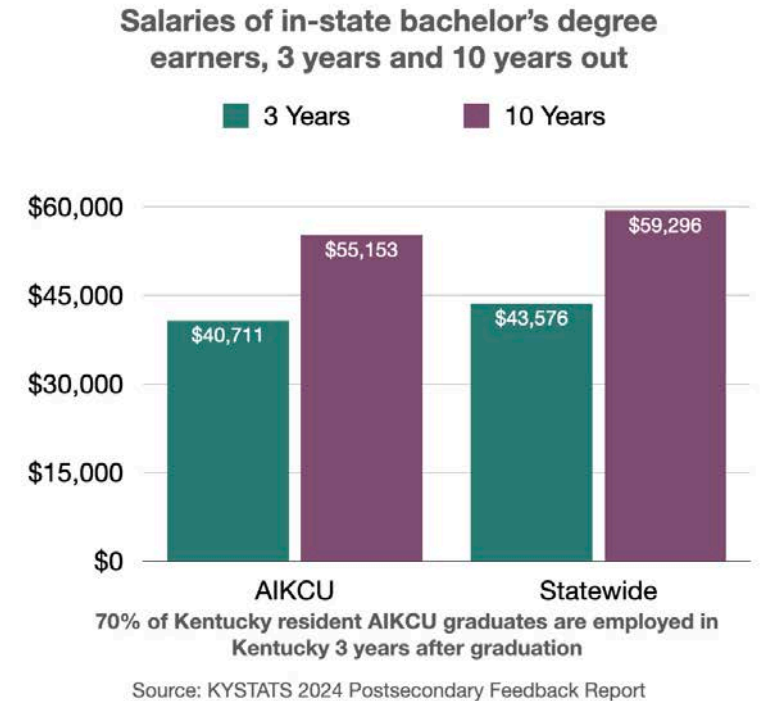


- Programs aligned with workforce and regional demands (especially healthcare, education, technology) at undergraduate and graduate level
- Partnerships with employers, the Commonwealth, other higher ed institutions to develop and retain talent in Kentucky

# AIKCU'S KEY STRATEGIES ON VALUE



- Keep costs manageable.
- Maintain high quality, high touch educations that emphasize lifelong essential skills of critical thinking, problem solving, communication, adaptability, and teamwork, while also preparing for and helping students launch careers.
- Improve communication around ROI and value proposition to students and families.





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|                       |                                                                                 |
|-----------------------|---------------------------------------------------------------------------------|
| <b>TOPIC/TITLE:</b>   | Proposed New Academic Programs                                                  |
| <b>STAFF CONTACT:</b> | Sheila Brothers, MPA<br>Senior Director of Academic Excellence                  |
| <b>TYPE/REQUEST:</b>  | <input checked="" type="checkbox"/> Action <input type="checkbox"/> Information |

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**SUMMARY OF ACTION REQUESTED**

The Academic and Strategic Initiatives Committee recommends the Council approve the following proposed new academic programs:

- Kentucky State University – M.S., Sports Analytics (CIP 31.0504)
- University of Kentucky – B.S., Applied Economics (CIP 45.0602)
- University of Kentucky – B.S., Artificial Intelligence (CIP 11.0102)

The university-submitted documentation has been included in your agenda packets for review.

**APPLICABLE STATUTE(S), REGULATION(S), CPE POLICIES**

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.

**APPROVAL PROCESS**

These new academic programs were proposed under the prior new academic program approval policy and underwent the approval process described below.

- Universities requested student and market demand information from Council staff and then submitted a Notification of Intent (NOI) to propose a new program.
- NOIs were reviewed on a monthly basis by public postsecondary chief academic officers, who were encouraged to offer comments.
- Universities submitted the program proposal for Council staff review.
- Universities received approval from their governing boards to offer the program.
- Programs vetted by Council staff were placed on an ASI Committee agenda.

## PROPOSED PROGRAM SUMMARY

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**Institution:** Kentucky State University  
**Program Name:** Sports Analytics  
**Degree Destination:** Master of Science

**CIP Code:** 31.0504

**Credit Hours:** 30

**Implementation Date:** 5/8/2026

### **Program Description**

The proposed program will be a one-year, fully online program that will train students in advanced data analysis, business management and communication skills tailored to the sports industry. Students will study performance analysis, sports marketing, finance and tactical applications, culminating in a thesis or capstone project with real-world industry relevance. Graduates of this program will be well-prepared for careers in sports analytics, sports management and related fields, with the versatility to apply their skills in other data-driven roles across different sectors.

As a result of this program, graduates will be able to:

- Build powerful predictive models, using machine learning and statistics, to forecast game outcomes and player performance;
- Transform complex data into compelling, easy-to-understand reports and visuals;
- Apply business and financial analytics to optimize a sports organization's revenue and operations; and
- Navigate the ethical complexities of sports analytics, ensuring respect for athlete privacy and addressing the legal and moral considerations of betting and gambling.

By combining performance analysis, business management and communication, the program will equip graduates with industry-specific expertise and transferable skills for use across multiple sectors. The curriculum will combine academic theory and applied industry practice, preparing graduates to approach various challenges in the sports industry—such as athlete performance, development and improvement—using exercise prescription, fan engagement, revenue generation, injury prevention and health disparity forecasting.

### **Connection to Other Programs**

A significant portion of anticipated enrollment is expected to come from students graduating from Kentucky State University's undergraduate program in exercise science, which is one of its top five majors and fastest growing programs. Over 30 recent graduates of the undergraduate program have inquired about a master's degree in the field.

### **Student Demand**

Initial estimates of enrollment are:

Year 1 – 20

Year 2 – 40

Year 3 – 50

Year 4 – 55

Year 5 – 60

### **Employment Demand**

Regional demand for professionals in coaching and sports medicine–related fields is strong. The Bureau of Labor Statistics projects a 6% increase in employment over the next decade. Graduates can expect starting salaries of approximately \$77,000, with moderate growth over time. Employment outcomes are consistently positive at the national, state and regional levels. The service area region demonstrates particularly strong opportunity, offering nearly six job postings per graduate and a three-year compound annual growth rate of 5.5%, reflecting both robust local demand and long-term employment stability.

### **Budget**

Kentucky State University conservatively projects 20 students for each eight-week online cohort. In addition to two existing faculty, one faculty member will need to be hired at the beginning of the program.

|                                                      |                     |
|------------------------------------------------------|---------------------|
| <b>Projected Revenue over Next Five Years (\$):</b>  | <b>\$ 1,710,000</b> |
| <b>Projected Expenses over Next Five Years (\$):</b> | <b>\$ 1,308,000</b> |



## PROPOSED PROGRAM SUMMARY

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**Institution:** University of Kentucky  
**Program Name:** Applied Economics  
**Degree Destination:** Bachelor of Science

**CIP Code:** 45.0602

**Credit Hours:** 120

**Implementation Date:** 8/16/2026

### **Program Description**

The proposed program will provide students with the quantitative and analytical skills necessary to tackle complex economic challenges. Graduates will have a solid foundation in economic theory, advanced training in econometrics and statistical analysis, and practical experience in applied research and data analysis and using tools such as R and Python. They will be prepared for careers in the public and private sectors, including roles as economic analysts, consultants, forecasters, and policy advisors.

As a result of this program, graduates will be able to:

- Use economic theory, calculus, and statistical tools to analyze and solve complex problems using available information;
- Apply economic concepts to real-world scenarios;
- Conduct financial analysis, market research, and business strategies; and
- Communicate complex economic findings to diverse audiences

The proposed B.S. in Applied Economics will offer a more rigorous analytical focus and advanced qualitative skills than the university's existing bachelor's program in economics, which provides a broader, theoretical approach to economics. The new program will equip students with highly sought-after analytical, econometric, and data science skills needed across various industries. Students will engage in hands-on problems solving through the "The Econ Games," a nationally recognized experiential learning competition that connects students with leading employers. The program will be attractive to students with strong math and data interests who are drawn to Applied Economics due to its interdisciplinary utility in public policy, finance, and industry decision-making.

### **Connection to Other Programs**

Similar programs exist at other institutions, although subtleties in curricula differentiate the proposed program from existing programs in the state. For example, the proposed program will utilize R and Python, while Northern Kentucky University's program uses Excel and STATA. As opposed to the broad focus of the University of Louisville's program, the proposed program places a greater emphasis on quantitative skills and applied econometrics. Graduates will be prepared to enter the workforce or continue into one of the university's graduate programs, such as Finance, Supply Chain Management, and Marketing, or other graduate programs in the state, such as joint University of Kentucky-University of Louisville MBA, the University of Louisville's Business Analytics program, or Western Kentucky University's master's program in Business Analytics.

### **Student Demand**

Initial estimates of enrollment are:

Year 1 – 25

Year 2 – 25

Year 3 – 35

Year 4 – 50

Year 5 – 50

### **Employment Demand**

The Bachelor of Science in Applied Economics at the University of Kentucky is a strategic response to evolving student needs and workforce demands, providing a quantitatively intensive, application-driven curriculum. Employers in finance, technology, healthcare, consulting, and government seek graduates with strong analytical, statistical, and econometric skills. The Bureau of Labor Statistics projects growth in the range of 5% to 20% for the various fields where graduates can be employed.

### **Budget**

The proposed Bachelor of Science in Applied Economics will be implemented with no additional costs for new hires, making it a highly efficient use of institutional resources. All courses within the major will be taught using existing faculty and staff.

**Projected Revenue over Next Five Years (\$):**     \$ 5,521,966

**Projected Expenses over Next Five Years (\$):**     \$ 734,040

## PROPOSED PROGRAM SUMMARY

---

**Institution:** University of Kentucky  
**Program Name:** Artificial Intelligence  
**Degree Destination:** Bachelor of Science

**CIP Code:** 11.0102

**Credit Hours:** 120

**Implementation Date:** 8/16/2026

### **Program Description**

The proposed program will provide students with the skills for building, evaluating and using artificial intelligence (AI) systems, which learn from data and interactions, reason with knowledge acquired, and make decisions and take actions to solve real world problems. After introductory courses in mathematics, statistics and programming, students will learn core AI concepts and techniques, including knowledge representation, logic systems and automated reasoning, neural networks, machine learning, intelligent agents, planning, natural language processing, computer vision, and AI ethics.

As a result of this program, graduates will be able to:

- Understand the basic concepts and techniques of AI;
- Master programming skills for building AI systems and apply AI techniques in an application domain; and
- Develop AI models for solving real world problems.

There is high demand for AI experts in almost all industries. Research groups are often focused on one specific aspect of AI, such as a particular machine learning algorithm applied to a specific domain. The proposed program will focus on AI discipline and technology itself and provide a comprehensive education on AI that will be applicable in a wide variety of fields and professions.

### **Connection to Other Programs**

This will be the first program in the state that is focused entirely on AI. The program will be offered through the University of Kentucky's Computer Science department, where faculty are already nationally and internationally recognized for expertise in AI. These faculty have published numerous papers in a wide range of aspects of AI in refereed journals and conferences and are actively involved in the AI research community.

### **Student Demand**

Initial estimates of enrollment are:

Year 1 – 30

Year 2 – 80

Year 3 – 150

Year 4 – 220

Year 5 – 260

### **Employment Demand**

AI is considered one of the most transformative technologies today, impacting every discipline, from science and engineering to business and education. Employment opportunities in computing and data-focused fields are strong regionally and statewide. According to the 2024 Work Trend Index Annual Report, the need for AI talent is high, with technical AI talent hiring up 323% in the past eight years. Roles such as computer programmers, systems analysts, and data scientists have thousands of job postings, with projected growth ranging from steady to strong over the next decade, particularly for data science, which is expected to grow 25–30% regionally and statewide. Salaries across these positions range from \$93,345 for data scientists to \$117,276 for database architects.

### **Budget**

For the first year of the program, all the courses will be covered by existing faculty in the Computer Science department. New faculty members will need to be hired in the second, third, and fourth years as new courses are offered. Significant enrollments are projected, so the tuition generated will be more than enough to cover expenses.

|                                                      |                     |
|------------------------------------------------------|---------------------|
| <b>Projected Revenue over Next Five Years (\$):</b>  | <b>\$ 9,725,080</b> |
| <b>Projected Expenses over Next Five Years (\$):</b> | <b>\$ 1,818,451</b> |

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|                        |                                                                                                       |
|------------------------|-------------------------------------------------------------------------------------------------------|
| <b>TOPIC/TITLE:</b>    | Enrollment Growth of Adult Learners                                                                   |
| <b>STAFF CONTACTS:</b> | Tracy Teater, Associate Director, KYSSC<br>Christopher Ledford, Director of Data & Advanced Analytics |
| <b>TYPE/REQUEST:</b>   | <input type="checkbox"/> Action <input checked="" type="checkbox"/> Information                       |

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**SUMMARY OF TOPIC**

The Academic and Strategic Initiatives Committee received this information update at its November 3, 2025, meeting. Staff provided an update on the Council's efforts to drive enrollment growth of non-traditional students and reviewed recent outcomes. No action is needed by the Council.

**SUPPORTING INFORMATION**

Kentucky identifies adult learners as individuals aged 25-64 who are pursuing postsecondary education. Many juggle work, family responsibilities and other life commitments, making it challenging for them to enroll, persist and complete their educational goals. Supporting these learners not only transforms their lives, but also positively impacts their families, communities and Kentucky's workforce.

Over the last several years, the Council has increased its focus on this special population by promoting:

- Credit for Prior Learning (CPL): CPE is developing and sharing best practices for recognizing and awarding college credit for prior learning, work experience and military training.
- Seamless Transitions from Adult Education: CPE is partnering with Kentucky Adult Education to support adults transitioning from Adult Basic Education into postsecondary programs.
- Support for Justice-Impacted Students: CPE is improving cross-agency collaboration to provide educational access and wrap-around services for justice-involved individuals.
- Support for Parenting Students: CPE is conducting statewide research on the needs of parenting students, analyzing campus supports and leading a Childcare Solutions Network to expand access, resources and innovative solutions to childcare barriers.

After years of adult enrollment declines, these statewide strategies are beginning to reverse the trend. The inclusion of an adult learner premium in Kentucky's performance-based funding distribution model is also incentivizing campuses to become more adult-friendly.

# Adult Learner Initiatives and Enrollment Growth

---

**Tracy Teater**

Kentucky Student Success  
Collaborative

**Anushka Karki**

Northern Kentucky University

**Patricia Juarbe Rivera**

University of Kentucky

**Christopher Ledford**

Data and Advanced Analytics





# Outline

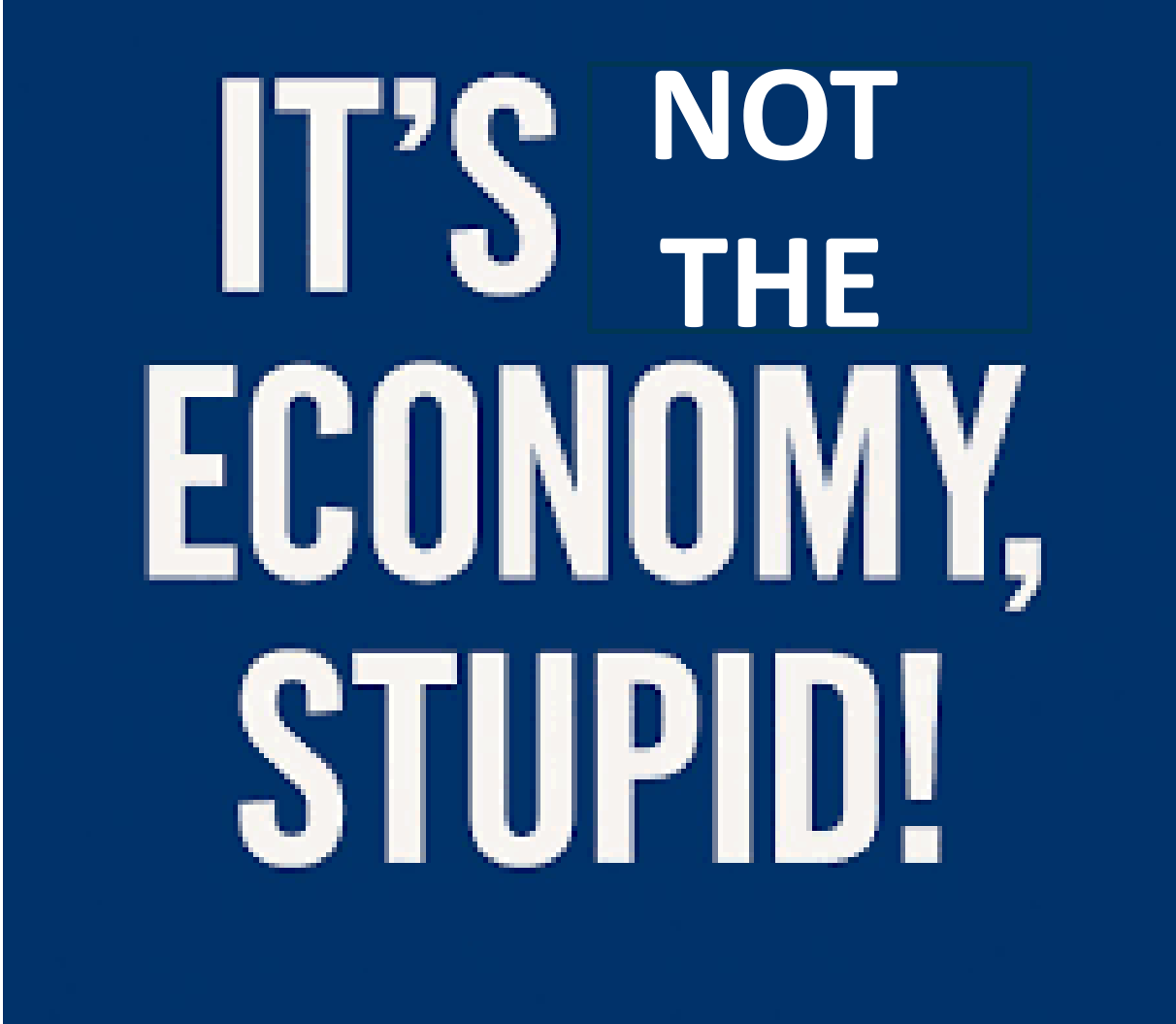
- 1. Why student basic needs and supports for adult students?**
- 2. Kentucky Student Success Collaborative (Statewide Initiatives)**
- 3. Institutional-Level Initiatives**
- 4. Adult Undergraduate Enrollment Growth (Total and First-Time)**
- 5. Fall 2025 Preliminary Adult Undergraduate Enrollment**

# It's the Economy, Stupid!

**IT'S THE  
ECONOMY,  
STUPID!**

- This old catchphrase (Carville, 1992) captured the idea that the primary concern of voters is the economy – incumbents suffer when the economy is bad and vice-versa.
- A similar thought process used to drive how higher ed leaders thought about adult enrollment – economy up, enrollment down, and vice-versa.

# It's (Not) the Economy, Stupid!



IT'S NOT THE ECONOMY, STUPID!

- However, over the last 15 years, adult enrollment has been in **steep, consistent decline**.
- Higher ed leaders used **student voice and survey research** to better understand why adults weren't enrolling or staying enrolled.
- **Why? Lack of access to basic needs and supports.**
  - Challenges around parenting, family, course scheduling, course modality, full-time job, credit for prior learning, etc.

# **Kentucky Student Success Collaborative and Statewide Initiatives**

# Adult Learner Strategies Current Focus Areas

- Determined by Moving Up Plan
- Further Refined by the Adult Attainment Guiding Team and Senior Fellows



# Accessibility

## **Supports for Parenting Students**

- Parent Student Voice Research (Eastern Kentucky University, University of Kentucky, University of Louisville)
- Statewide Landscape Analysis (Trellis Strategies)
- Supports for Parenting Student Grants and associated technical assistance
  - Maysville Community and Technical College
  - Morehead State University
  - Northern Kentucky University
  - Southeast Community and Technical College
  - Southcentral Kentucky Community and Technical College



# Institutional Innovation

## **Credit for Prior Learning Continuous Improvement Cycle (CCI)**

Coaching, Resources, and Technical Assistance provided to improve policy, practice, and Communications/marketing in the process of awarding rigorous college-level learning

*“Having support from CPE and being part of this collaboration was extremely helpful in realizing areas of CPL where we are as an institution where we could grow, and how to best promote.”*

*“Allowing us the autonomy and flexibility to craft a modernization plan that worked for us. Just like CPL isn't one-size-fits-all, neither was CCI, allowing us to make decisions that worked best for the culture of our institution. We guided this in the direction we needed to, with the help and direction of our CCI experts, to fulfill the gaps that we identified to modernize CPL at our campus.”*

*“Our institution changed pretty rapidly and for the better. I could not be more pleased with our efforts and the results. Thanks!”*

*-Comments taken from Cohort 1 Feedback Survey*

# Partnerships



A statewide virtual collaborative bringing together professionals across education, workforce, and community organizations to:

- Identify barriers facing adult learners
- Develop practical, scalable solutions
- Share insights and resources across the adult learner ecosystem

# Additional Partnership Priorities

- Kentucky Adult Education
- InsideTrack ( GED to Post Secondary)
- Justice-Impacted SHEEO Community of Practice
- CPL SHEEO Community of Practice

# **Institutional Initiatives (Survey Feedback)**

# KCTCS Colleges

- **TRIO and Project ASPIRE Programs** help first-gen, low-income students with success and retention
- **Ready to Work** programs support parents balancing school, family, and work
  - **Work study opportunities** that don't infringe upon benefit access
  - Individualized **mentoring**
  - **Daycare** and **transportation assistance**
- **Kynectors** connect adult and parenting students directly to healthcare and essential services
- Several institutions mentioned offering **food pantries**
- Multiple institutions expanding opportunities for returning adults through **debt forgiveness**

# Four-Year Public Universities

- Most institutions surveyed focus on adult and returning students through **degree-completion initiatives** (e.g., comeback, fresh start, and Degrees When Due) and **credit for prior learning programs**
  - One institution commented that their Degrees When Due project has helped **hundreds of stop-outs complete their degrees.**
- One institution had a detailed response about partnership with Family Scholar House and the Early Learning Campus, which help students with **housing and childcare access.**
- Most institutions surveyed mentioned **employer partnerships** that promote and provide **direct tuition benefits** and **workforce upskilling**

# Four-Year AIKCU Universities

- Multiple institutions discussed enhancing **support for parenting students** by providing **childcare access, lactation rooms**, and **kid-friendly study spaces**
- Multiple institutions also mentioned initiatives around:
  - **credit** for prior learning
  - **workforce** development partnerships
  - on-campus **childcare**
  - personalized **supports for working adults**
  - essential **resource pantries**



# Enrollment Growth Dashboard Presentation

**Thank you!**

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|                       |                                                                                 |
|-----------------------|---------------------------------------------------------------------------------|
| <b>TOPIC/TITLE:</b>   | KCTCS Programs approved between Sept.-Nov. 2025                                 |
| <b>STAFF CONTACT:</b> | Sheila Brothers, MPA<br>Senior Director of Academic Excellence                  |
| <b>TYPE/REQUEST:</b>  | <input type="checkbox"/> Action <input checked="" type="checkbox"/> Information |

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**SUMMARY OF TOPIC**

The Academic and Strategic Initiatives Committee received this information update at its November 3, 2025, meeting. Council staff reviewed and approved the following program: Gateway Community and Technical College - Associate of Applied Science, Medical Laboratory Technician (CIP 51.1004). No further action is needed by the Council.

**APPLICABLE STATUTE(S), REGULATION(S), CPE POLICIES**

- KRS 164.020 (15) empowers the Council to define and approve the offering of all technical, certificate, diploma, associate, baccalaureate, graduate and professional degree at public postsecondary institutions. It also mandates that the Council expedite the approval of requests from KCTCS for new programs of a vocational/technical/occupational nature.

**APPROVAL PROCESS**

Associate degree programs of a vocational/technical/occupational nature (i.e. AAS) undergo the following process for approval:

- KCTCS posts a proposal to the program approval system. Institutions and Council staff have 30 days to respond.
- If no issues are identified, the program is approved by Council staff and reported as an information item to the Council.
- If issues are identified, the institution addresses those through the program approval system, and the review period is extended. Once the issues are resolved, the program is approved by Council staff and reported as an information item at the next Council meeting.

## **SUMMARY OF PROGRAM APPROVED**

1. **Gateway Community and Technical College - Associate of Applied Science, Medical Laboratory Technician (CIP 51.1004)**

The program provides students with skills needed to work in a clinical laboratory, hospital, or other health agency. Graduates will be prepared to collect specimens from patients and perform laboratory tests in all areas of the clinical laboratory, including immunohematology, clinical chemistry, hematology, microbiology, serology, and urinalysis. After meeting academic and laboratory educational requirements, graduates will be eligible to sit for the national certification examination as a medical laboratory technician. Cincinnati Children's Hospital and St. Elizabeth Healthcare requested this program be offered. St. Elizabeth Healthcare provided a foundational investment to facilitate the program's launch.

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|                |                                                                                 |
|----------------|---------------------------------------------------------------------------------|
| TOPIC/TITLE:   | Healthcare Career Summer Bridge Program Outcomes                                |
| STAFF CONTACT: | Michaela M. Steverson<br>Program Manager, Healthcare Workforce Initiatives      |
| TYPE/REQUEST:  | <input type="checkbox"/> Action <input checked="" type="checkbox"/> Information |

---

### **SUMMARY OF TOPIC**

The Academic and Strategic Initiatives Committee received this information update at its November 3, 2025, meeting. It will not be covered or presented in detail at the board meeting; however, staff will be available for questions.

### **SUPPORTING INFORMATION**

Last fall, the Council awarded grants to 12 institutions to support healthcare career summer bridge programs. These programs provide high school students with hands-on experiences, foster interest in healthcare professions and equip students with the academic, social and career-readiness skills needed to succeed in postsecondary healthcare programs. Summer bridge programs are one strategy CPE employs to increase the pipeline of future healthcare professionals, reduce workforce shortages and contribute to the overall economic development of the state.

On September 15, 2025, the awarded institutions submitted reports to CPE detailing program outcomes. Highlights of the reports include:

- **Increased hands-on experiences:** Students engaged in a variety of hands-on learning activities that deepened their understanding of the healthcare field and related postsecondary programs and processes.
- **Support for first-generation students:** Many participants were first-generation college students. The program provided essential guidance and resources to help them navigate higher education and prepare for continued academic success.
- **College credit opportunities:** Several institutions offered participants the opportunity to earn college credit by completing designated courses during the program, giving students a headstart on their postsecondary journey.
- **Increased student engagement:** Institutions provided personalized advising sessions, allowing students to meet one-on-one with faculty and advisors to review degree pathways and class schedules. Participants also toured campuses and healthcare

facilities, attended informational sessions and explored a range of healthcare careers. Many students are now interested in healthcare careers they had not previously considered.

- **Industry-recognized certifications:** Select programs offered participants the chance to earn CPR, First Aid, and Stop the Bleed certifications, equipping them with practical, career-relevant credentials to enhance their readiness for future clinical experiences.

All participating Healthcare Career Summer Bridge programs were encouraged to work with local healthcare employers and programs to provide students with authentic, hands-on activities. Collaborations with Hospice and AirEvac introduced students to the emotional, clinical and emergency response aspects of care. Partnerships with Network of Hope and Donate Life Kentucky deepened students' understanding of organ donation, transplantation and advocacy. Across all programs, healthcare facility tours and interactions allowed participants to explore diverse roles within the field. Higher education partnerships with the UK and UofL Colleges of Medicine and the UofL College of Dentistry provided additional opportunities for peer mentoring and job shadowing. Together, these partnerships created a well-rounded introduction to healthcare pathways.

## **SUMMER BRIDGE CONVENING TAKEAWAYS**

On October 15, 2025, CPE hosted the Healthcare Career Summer Bridge Convening, uniting all participating institutions to exchange insights, outcomes and best practices. The agenda featured presentations on statewide impact, institutional success stories and student experiences, alongside collaborative workshops focused on recruitment, retention, financial sustainability, data tracking and employer engagement.

Institutions emphasized the importance of cross-campus collaboration and recommended that CPE develop a shared resource repository to streamline communication and support continued program improvement. Participants also expressed strong interest in replicating effective models and strategies from peer institutions to strengthen summer bridge programming across the state.

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|                        |                                                                                                                             |
|------------------------|-----------------------------------------------------------------------------------------------------------------------------|
| <b>TOPIC/TITLE:</b>    | Final Kentucky State University Performance Report<br>(HB 250, 2022 Regular Session)                                        |
| <b>STAFF CONTACTS:</b> | Travis Powell, Executive Vice President & General Counsel<br>Greg Rush, Assistant Vice President, Finance Policy & Programs |
| <b>TYPE/REQUEST:</b>   | <input checked="" type="checkbox"/> Action <input type="checkbox"/> Information                                             |

---

**SUMMARY ACTION REQUESTED**

The Executive Committee will provide a recommendation to the Council on the approval request of the Final Kentucky State University Three Year Performance Report required by HB 250 (2022 Regular Session).

**APPLICABLE STATUTE(S), REGULATION(S), CPE POLICIES**

House Bill 250 as enacted in the 2022 Regular Session of the General Assembly.

**SUPPORTING INFORMATION**

Per Section 2(9) of HB 250 (2022 Regular Session), by November 1, 2025, the Council shall provide a three-year performance analysis of Kentucky State University based on the management improvement plan to the Interim Joint Committee on Education, the Interim Joint Committee on Appropriations and Revenue, and the State Auditor of Public Accounts.

The Council shall provide recommendations for a transition plan to a new governance and operational structure for the institution for consideration by the General Assembly if the analysis finds a continuing significant lack of efficiency and effectiveness in the governance and administration of Kentucky State University. Upon the recommendation of the Council, the General Assembly may extend the Council's involvement with and oversight of the university beyond 2025.

In addition, Section 3(2) requires that the Council make recommendations to the Interim Joint Committee on Appropriations and Revenue for consideration by the General Assembly during the 2026 Regular Session for the terms and schedule for repayment of the loan beginning in fiscal year 2026-2027 based on ongoing monitoring of Kentucky State University's financial status.



The attached *Management Improvement Plan (MIP) Final Review Report* prepared by Baker Tilly Advisory Group, LP represents a comprehensive external assessment of Kentucky State University's progress toward organizational and financial stability under the oversight of Kentucky Council on Postsecondary Education (CPE). The report serves both as a progress assessment and as an analysis of what is still required to place the university on solid financial and operational footing. To conduct the review, Baker Tilly examined institutional records, interviewed leadership and staff, monitored deliverables over multiple reporting periods, and provided KSU with an opportunity to respond to the final draft version of its report. Its findings provide a picture of how far KSU has come and where significant work remains.

### **SUMMARY OF RECOMMENDATIONS**

After reviewing the work performed by Baker Tilley, and the observations of Council staff that have worked with the university for the past three years, the following recommendations are proposed as a component of the final performance report:

- Recommendation #1: Require the creation of a financial stability plan.
- Recommendation #2: Continued quarterly fiscal monitoring.
- Recommendation #3: Forgive the \$23 million loan.

The rationale for each recommendation is detailed in the report. Council staff believe that KSU's financial position, as evidenced by sustained negative CFI scores and erratic liquidity levels, requires more than incremental operational adjustments. A Financial Sustainability Plan combined with quarterly monitoring of key fiscal indicators by CPE and loan forgiveness represents a strategic and balanced approach—one that maintains essential oversight while building institutional capacity for long-term fiscal independence.

# Kentucky State University Management Improvement Plan

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**Final Report from  
the Council on  
Postsecondary  
Education**



## About the Council on Postsecondary Education

The Council on Postsecondary Education is Kentucky's higher education coordinating agency committed to strengthening our workforce, economy and quality of life. We do this by guiding the continuous improvement and efficient operation of a high-quality, diverse and accessible system of postsecondary education.

Key responsibilities include:

- developing and implementing a strategic agenda for postsecondary education that includes measures of progress.
- producing and submitting a biennial budget request for adequate public funding of postsecondary education.
- determining tuition rates and admission criteria at public postsecondary institutions.
- collecting and distributing data about postsecondary education performance.
- ensuring the coordination and connectivity of technology among public institutions.
- licensing non-public postsecondary institutions to operate in the Commonwealth.



# Table of Contents

Background..... 4

HB 250 Directives..... 6

Analysis..... 7

    External Assessment of KSU..... 7

    KSU's Progress Under the Plan..... 7

    Areas for Improvement..... 8

    Finance and Business Operations..... 8

    The Need for a Financial Stability Plan..... 10

CPE Recommendations..... 12

Conclusion..... 14

Appendix A: KSU Management Improvement Plan..... 15

Appendix B: Management Improvement Plan Objectives..... 58

Appendix C: The Baker Tilly Report..... 84

Appendix D: KSU Performance Dashboard..... 204

# Background

The Kentucky Council on Postsecondary Education (CPE or the Council) has an extensive set of statutory responsibilities relating to the coordination of higher education in Kentucky. Consistent with these responsibilities, on July 20, 2021, following reports of financial instability at Kentucky State University (KSU) and the abrupt resignation of its president, Governor Andy Beshear issued an Executive Order directing CPE to, among other activities, provide a report assessing the current financial status of KSU prior to making any recommendations for biennial appropriations.

CPE's comprehensive review of KSU's fiscal status concluded that KSU's cash shortfall for FY 2021-22 totaled \$23 million, including amounts owed to the Commonwealth's Finance and Administration Cabinet for capital construction projects, unpaid invoices, repayment of the prior year's revenue anticipation note and a structural imbalance of the university's budget. This review offered several additional recommendations to increase KSU's fiscal responsibility and accountability.

Effective immediately upon the Governor's signature on April 8, 2022, House Bill (HB) 250 provided CPE with \$23 million in emergency funding to cover KSU's current-year shortfall. HB 250 also set forth a myriad of duties and responsibilities for KSU and CPE related to KSU's recovery. Among these was the requirement that CPE create and oversee a Management Improvement Plan (the Plan) for KSU designed to improve organizational and financial stability. HB 250 outlined several elements to be included in the Plan, listed in the shaded box below.

In addition, HB 250 stated that the Plan should include:

- Specific, measurable goals, objectives and benchmarks for each of the improvement areas;
- A process for monitoring and evaluating KSU's progress toward meeting its goals, objectives and benchmarks; and
- The terms and conditions for termination of the Plan.

## Management Improvement Plan Areas of Focus

- A comprehensive cataloging and review of university policies and procedures to ensure efficiency and compliance with state and federal law;
- Guidelines for salary ranges and benefits for all faculty, staff and administrators;
- Mandatory board member training and development, including but not limited to financial oversight and effective committee structure;
- Academic program offerings, course offerings and faculty productivity guidelines;
- Accounting and fiscal reporting systems, collections, budget and internal controls over expenditures and financial reporting;
- Student success and enrollment management strategies;
- Student academic progress and results; and
- Development of online curricula with the intent of offering bachelor's and master's degrees online.

HB 250 allocated \$5 million in fiscal year 2022-23 and \$10 million in fiscal year 2023-24 to assist KSU in achieving identified goals and benchmarks in the Plan, as determined by the Council. Funding also was provided to CPE for oversight functions. Section 2(6) required the Council to contract with an independent third party to make recommendations on KSU's governance and operational structure and evaluate the university's performance throughout CPE's oversight. The Council issued an RFP and awarded a contract to Moss Adams (now Baker Tilly) to perform these services on July 1, 2024.

On October 31, 2022, CPE adopted its original version of the Plan in accordance with Section 2(5) of the bill, which included numerous objectives and related deliverables and deadlines for completion (see Appendix A). Several revisions were made to the Plan over time, with the final set of objectives, deliverables and deadlines adopted on June 16, 2024 (see Appendix B).

Since July 2024, Baker Tilly has provided quarterly reports on KSU's progress toward the completion of deliverables, as well as monthly reports on financial deliverables. Baker Tilly's final report evaluating KSU's performance, with recommendations on university governance and operational structure, is included as Appendix C.





# HB 250 Directives

- Per Section 2(9) of HB 250 (2022 Regular Session), by November 1, 2025, the Council shall provide a three-year performance analysis of KSU's progress in meeting Plan objectives to the Interim Joint Committee on Education, the Interim Joint Committee on Appropriations and Revenue and the State Auditor of Public Accounts.
- The Council shall provide recommendations for a transition plan to a new governance and operational structure for KSU for consideration by the General Assembly if the analysis finds a continuing, significant lack of efficiency and effectiveness in its governance and administration.
- Upon the recommendation of the Council, the General Assembly may extend CPE's involvement with and oversight of KSU beyond 2025. In addition, Section 3(2) requires that the Council make recommendations to the Interim Joint Committee on Appropriations and Revenue regarding the terms and repayment schedule of KSU's loan beginning in fiscal year 2026-27 for consideration by the General Assembly.



# Analysis

## External Assessment of KSU

As directed by HB 250, the attached Management Improvement Plan Final Review Report prepared by Baker Tilly Advisory Group, LP (Baker Tilly) represents a comprehensive external assessment of KSU's progress toward organizational and financial stability under CPE's oversight. The Baker Tilly team evaluated progress across eight strategic areas of the Plan: policies and procedures, salary ranges, Board of Regents training, academic programs, finance, student success, student academic progress and online programs.

Their report serves both as a progress assessment and analysis of what is still required to place the university on a solid financial and operational footing. To conduct the review, Baker Tilly examined institutional records, interviewed leadership and staff, monitored deliverables over multiple reporting periods and provided KSU with an opportunity to respond to the final draft of its report. Its findings provide a picture of how far KSU has come and where significant work remains.

## KSU's Progress Under the Plan

Over the course of the Plan's implementation, KSU has made visible strides in several critical areas. One of the most significant achievements has been the modernization and expansion of its policy framework. More than 200 institutional policies were updated or newly approved, reflecting an institutional commitment to improving internal controls and transparency. These policies are now housed in a centralized and accessible policy bank, an important step in standardizing university operations.

In parallel, KSU has begun the process of developing and implementing standard operating procedures across departments, which will help ensure consistent practices and safeguard against the loss of institutional knowledge when personnel changes occur.

Governance also has improved. The Board of Regents has completed comprehensive training on financial oversight, equity and governance responsibilities, ensuring that trustees are better equipped to provide strategic direction and accountability. The creation of new committee structures—particularly in finance and advancement—has strengthened the Board's ability to monitor critical areas of university operations. This marks a cultural shift toward more proactive, structured and informed governance. Relatedly, the Board approved a new Endowment Investment & Spending Policy and internal endowment agreements, plus hired a new endowment investment manager, strengthening endowment governance and positioning KSU to utilize the endowment. This will provide approximately \$1 million of annual revenue to the university's Education & General Fund.

**"[Baker Tilly's] findings provide a picture of how far KSU has come and where significant work remains."**

Academically, KSU has made meaningful progress in reviewing and refining its program portfolio. It conducted assessments of low-performing programs resulting in program closures and realignments, streamlined curriculum offerings and aligned courses with student needs and state priorities. These changes reflect a growing emphasis on cost effectiveness and strategic programming. The university also has begun expanding its online program offerings, positioning itself to serve a broader and more flexible student population. These steps, alongside improvements in student services, indicate a stronger institutional commitment to student success.



## Areas for Improvement

Despite these achievements, the Baker Tilly report makes it clear that substantial gaps remain—particularly in the area of finance. This remains the single most critical area, carrying the highest risk rating. Many fundamental financial processes, such as month-end close procedures, reconciliations and timely completion of financial audits, have not yet been fully implemented.

The Business Procedures Manual—intended to serve as a cornerstone of internal control—remains incomplete. Limited staffing in the finance office has compounded these problems. Periodic vacancies during the evaluation period in key positions such as Chief Financial Officer, Controller and Budget Director have disrupted continuity and made it difficult to institutionalize improvements. Furthermore, the university lacks adequate financial reserves, leaving it vulnerable to cash flow pressures and unexpected costs.

**"Moving from compliance to true sustainability will require deliberate and sustained effort in financial operations, human resources and systems modernization."**

Some academic and student success initiatives are still in transitional stages rather than fully institutionalized. While progress has been made, key processes—such as program review cycles, curriculum management and formal student success strategies—need to be embedded into permanent university operations to ensure that improvements are sustainable beyond the current leadership cycle. As illustrated in [Appendix D](#), there has been some improvement toward reaching student success goals; however, performance remains below targets.

The report also highlights the limitations of the university's existing technological infrastructure. Reliance on manual processes across many operational functions continues to place pressure on limited staff resources and increases the likelihood of errors or delays. Modernizing systems and integrating financial and HR functions will be essential for building long-term efficiency and stability.

Taken together, the Baker Tilly report portrays a university that has made real and commendable progress in modernizing governance, policy and academic processes but still faces substantial risks tied to financial management and operational infrastructure. To secure its future, KSU must not only complete the remaining elements of the Plan, but also institutionalize these changes in a way that ensures continuity beyond current leadership and external oversight. Strengthening financial processes, building staffing capacity and enforcing accountability are central to this next phase.

In short, the Plan has provided KSU with a structured framework within which to rebuild, and the university has responded with meaningful action in several areas. Yet, it is clear that the work is not complete. Moving from compliance to true sustainability will require deliberate and sustained effort in financial operations, human resources and systems modernization.

## Finance and Business Operations

The finance area represents the most critical component of the Plan and is the single greatest source of ongoing risk for KSU. According to Baker Tilly's report, the finance element received a "critical" performance rating, with both the current risk level and the risk trajectory assessed as high and increasing. This designation reflects not only the magnitude of the issues in this area, but also their potential to undermine the institution's broader progress toward stability and compliance with state and accreditation requirements.

At the heart of KSU's financial challenges is a persistent lack of reliable and timely financial processes. Many foundational elements that are standard at peer institutions remain incomplete or inconsistently applied. The university has not fully implemented month-end close procedures or routine reconciliations, which are essential for maintaining accurate financial records and providing timely reporting to leadership, the Board of Regents and external stakeholders.

The failure to fully operationalize these basic fiscal controls contributes to uncertainty in cash flow management, financial reporting, budget forecasting and decision-making. These challenges are evident in delayed university financial audits and the significant number of material weaknesses identified in the most recently completed audit in fiscal year 2023. (At this time, KSU's FY 2024 audited financial statement is still being finalized. Once complete, CPE will update the CFI with FY 2024 data, available upon request.)

Equally concerning is the status of the Business Procedures Manual, which remains unfinished despite being identified as a high-priority Plan deliverable. This manual is intended to provide a clear and comprehensive framework for financial processes, including budget development, procurement, reconciliations and expenditure controls. Without it, KSU lacks the standardized procedures necessary to ensure consistent compliance, accountability and internal control across departments.

Staffing instability has further compounded these problems. The Finance department has experienced repeated turnover in key leadership positions—including the Chief Financial Officer, Controller, and Budget Director—resulting in gaps in institutional knowledge and interruptions in process improvements. Limited staffing capacity in critical analyst and support roles also has impeded efforts to fully implement or maintain financial controls. These staffing challenges have created an environment where even well-designed policies and plans can falter in execution, simply because there are not enough qualified personnel to carry them out consistently.

Another major concern identified in the report is the university's lack of sufficient financial reserves. This absence of a financial buffer leaves KSU vulnerable to

cash flow disruptions and unanticipated expenses, limiting its flexibility to respond strategically to changing conditions. It also undermines confidence among external stakeholders, including accrediting bodies, state officials and students, who rely on the university's financial health as a measure of institutional stability.

**"At the heart of KSU's financial challenges is a persistent lack of reliable and timely financial processes."**

Budget management remains an ongoing weakness. In recent years, position authorizations have exceeded available funding, resulting in over-budgeting and shortfalls. Regular budget-to-actual reporting, which should serve as a critical control mechanism, has been inconsistent. Spending controls are also uneven, with some expenditures occurring outside of approved processes. These issues not only weaken accountability, but also increase the risk of noncompliance with state financial regulations and internal policy.

Collection of student accounts receivable remains another ongoing weakness due to the failure to consistently follow approved collection policies, exacerbated by personnel and financial aid challenges. KSU should follow the Board-approved policy or seek approval of a revised policy. In addition, the institution should provide a clear picture of scholarships and uncollected amounts to the Board through regular budget-to-actual reporting, seeking Board approval of a revised budget when necessary.

System limitations are another contributing factor. KSU's financial management continues to rely heavily on manual processes that are time-consuming, prone to error and difficult to sustain. These limitations hinder the university's ability to produce timely and accurate financial reports, further eroding internal oversight. The report notes that modernizing financial systems—or aligning them more closely with the state's financial infrastructure—would be a significant step toward improving efficiency and reducing operational risk.

The implications of these financial shortcomings extend beyond the business office. They intersect directly with KSU's accreditation status, its ability to support academic and student success initiatives and its overall reputation for fiscal responsibility. Notably, five of the sixteen conditions imposed by the Southern Association of Colleges and Schools' Commission on Colleges are tied to financial operations and internal controls. Until the university demonstrates clear and sustained progress in this area, its accreditation and long-term viability remain at risk.

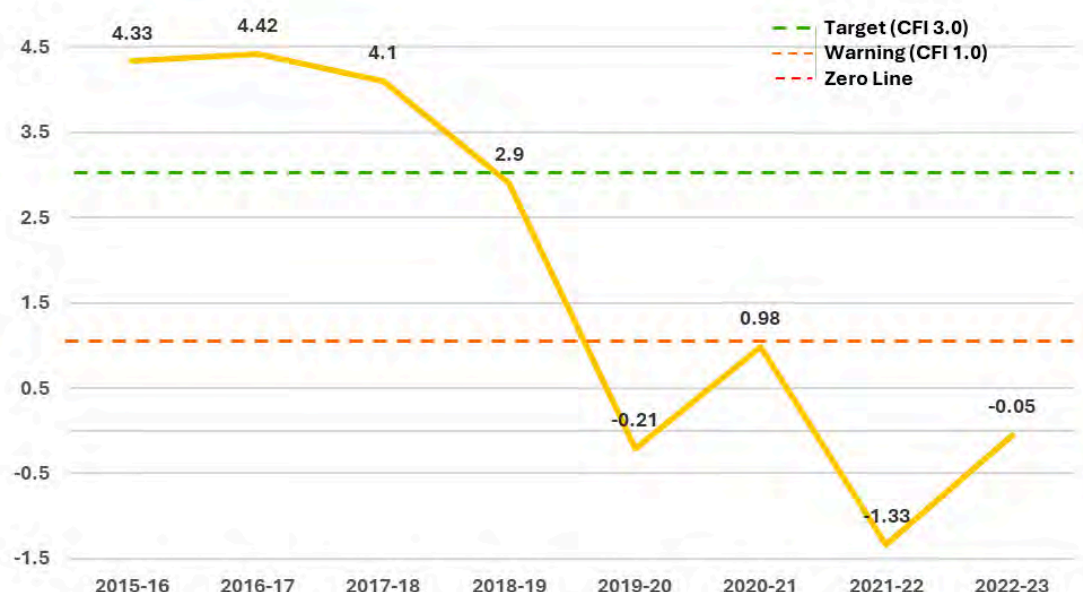
Despite these challenges, there are signs of incremental improvement. KSU has begun taking steps to strengthen financial oversight, improve budget processes and address staffing gaps. Leadership has demonstrated a willingness to engage in reform efforts, and the increased stability at the presidential level provides a more consistent environment for advancing these changes. However, the scale and complexity of KSU's financial issues will require more than incremental action. The Baker Tilly report makes clear that achieving lasting stability will demand deliberate investments in personnel, systems and processes, as well as continued oversight to ensure accountability.

In short, the finance area represents both KSU's greatest vulnerability and its most significant opportunity for long-term transformation. Successfully addressing the gaps identified by Baker Tilly will be essential to securing the university's future. Without a strong financial foundation, progress in other areas—such as academic quality, student success and institutional growth—cannot be sustained.

## The Need for a Financial Sustainability Plan

These operational weaknesses are clearly reflected in KSU's Composite Financial Index (CFI) scores. The CFI is a standard measure of financial health in higher education, with scores of 3.0 or higher indicating sound financial standing and scores below 1.0 signaling significant distress. KSU's CFI declined from strong scores above 4.0 between 2016 and 2018 to negative values beginning in 2020. The lowest point came in 2022, when the CFI fell to  $-1.33$ , with only marginal improvement by 2023.

**Figure 1. KSU's Composite Financial Index (CFI) Scores, 2016–2023**



This sustained period of financial distress aligns closely with the university's current operational challenges. Low and unstable CFI scores indicate diminished capacity to absorb shocks, invest in strategic priorities or maintain healthy reserves. They also mirror ongoing challenges related to cash flow, liquidity and overall fiscal resilience.

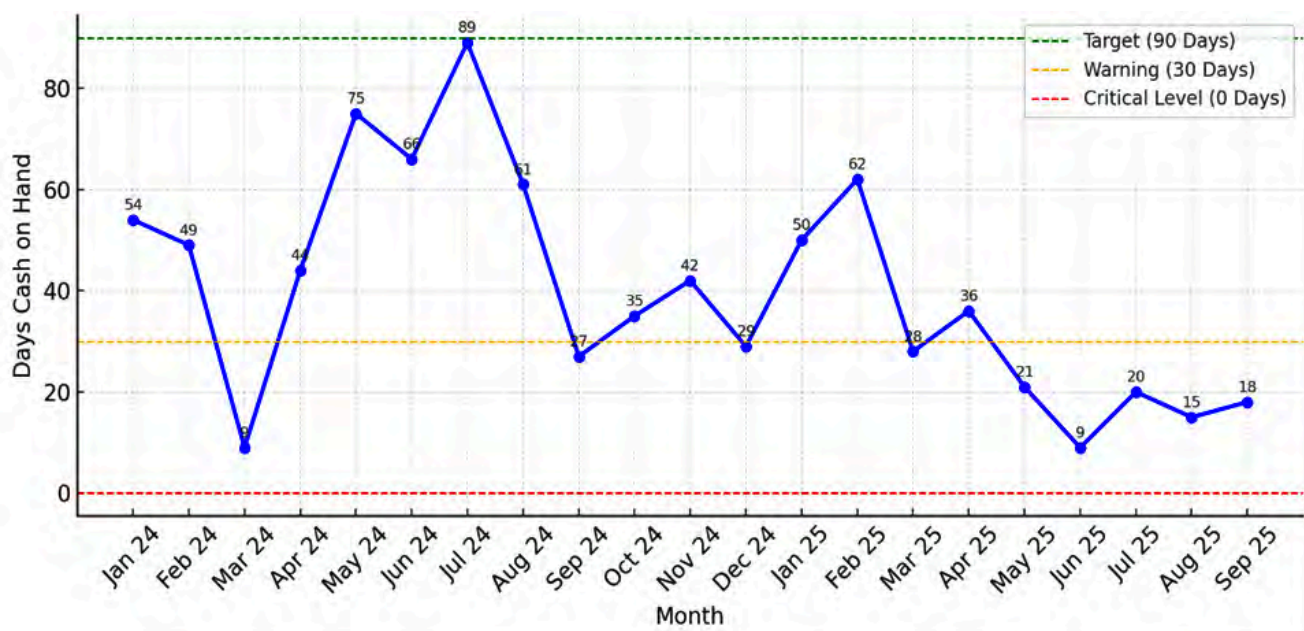
A second critical indicator of financial stress is "days cash on hand," which measures how long the institution can operate using only available cash reserves. A healthy benchmark for higher education institutions is 120 to 150 days, or four to five months, with 90 days viewed as a healthy minimum benchmark and 30 days or less marking the threshold for concern. KSU's liquidity from January 2024 to August 2025 shows pronounced volatility and extended periods of financial vulnerability.

KSU began 2024 with 54 days of cash on hand, but this figure dropped to only nine days in March—a near-critical level. Liquidity rebounded midyear, peaking at 89 days in July 2024, before declining again through the fall. A similar pattern emerged in 2025, with temporary improvement in February followed by another sharp decline to nine days in June and only 15 days by August.

These fluctuations underscore KSU's lack of a stable financial buffer and its reliance on short-term measures to manage liquidity. Such volatility is particularly concerning in a university setting, where steady cash flow is essential for payroll, academic programming, student services and operational continuity. Even minor disruptions in revenue collection or unplanned expenses can quickly escalate into operational crises when reserves are this thin.

The implications of these financial weaknesses are broad and interconnected. Unreliable financial data hampers the Board of Regents' ability to exercise effective oversight. Budget unpredictability limits academic planning and investment in student success. Perhaps most significantly, these deficiencies threaten KSU's standing with its accreditor, the Southern Association of Colleges and Schools' Commission on Colleges, as stated previously.

**Figure 2. KSU's Days Cash on Hand, January 2025 - August 2025**



# CPE Recommendations

CPE has developed the following recommendations after considering the Baker Tilly report and evaluating KSU's overall performance over the past three years.



## **Recommendation #1: Require the creation of a financial sustainability plan.**

The university's current financial condition is not the result of isolated incidents, but of long-term structural instability. Operational monitoring alone has not produced durable change. CPE recommends that a financial sustainability plan be developed that will allow KSU and CPE to shift from reactive oversight to proactive fiscal management by:

- Establishing clear financial performance targets tied to reserves, liquidity and operating margins;
- Defining long-term recovery milestones and accountability measures;
- Aligning financial management with enrollment and academic program strategies; and
- Building institutional capacity through modernized systems, staffing stabilization and standardized processes.



## **Recommendation #2: Continue quarterly fiscal monitoring.**

Given the high volatility of cash flow and the continued risk of operational disruption, quarterly fiscal monitoring by CPE should be a critical complement to the financial sustainability plan. This monitoring should include:

- **Cash reserves.** CPE should monitor liquidity levels to identify early warning signs of fiscal distress.
- **Student accounts receivable.** CPE should monitor student account balances to identify delays in financial aid and student collections, which could signal cash flow constraints.
- **Accounts payable aging.** This indicator helps detect delayed payments that also may signal cash flow constraints.
- **Budget-to-actual performance.** This indicator ensures spending remains aligned with authorized budgets.

This structured, quarterly reporting will enable timely interventions and greater accountability. It will allow KSU to focus on building its internal capacity rather than relying on continuous, intensive external management.



# CPE Recommendations



## **Recommendation #3: Forgive the \$23 million loan.**

The \$23 million provided to KSU under HB 250 in 2022 was a crucial lifeline to the institution in addressing its immediate financial needs. However, if continued to be structured as a loan, it has the potential to prolong the institution's path toward financial stability. KSU has faced persistent financial strain over recent years, as evidenced by its fluctuating cash reserves, with certain months showing critically low days of cash on hand. Requiring repayment of this loan would divert essential funds away from day-to-day operations, forcing the university to make difficult choices that could compromise academic programs, student services and faculty retention.

Moreover, KSU's public mission as a historically Black university means it carries unique responsibilities for promoting educational access, workforce development and community engagement. Resources spent on debt repayment are resources not invested in these critical areas. By contrast, forgiveness of the loan would allow KSU to focus on strengthening its academic offerings, investing in students and maintaining stability across its campus, which ultimately serves the public interest more effectively.

The financial burden imposed by the loan also has implications beyond internal operations. Donors and philanthropic partners are often hesitant to contribute to institutions with this level of debt obligations. The requirement to repay \$23 million could inadvertently suppress fundraising and philanthropic support, as potential donors may perceive their contributions as insufficient to offset structural financial challenges or fear their funds will be diverted to cover loan repayments rather than intended programs. Forgiving the loan would remove this barrier, signaling stability and a commitment to growth, which could in turn enhance donor confidence and increase long-term fundraising capacity.

Finally, requiring repayment could prevent KSU from building reserves and force the university to defer critical investments in facilities, technology and programs, with long-term consequences that outweigh the short-term fiscal benefits of loan repayment. By forgiving the loan, the state would not only provide immediate financial relief, but also allow KSU to invest strategically in initiatives that drive student success, strengthen workforce development and generate broader economic and social benefits for the state. In essence, loan forgiveness is an investment in the university's stability, sustainability and ability to fulfill its vital educational mission.

# Conclusion

Since the adoption of the Plan in 2022, KSU has made commendable progress. The university has modernized and expanded its policies, developed standard operating procedures across departments and improved internal governance structures and academic offerings. There is more stability at the presidential level and a willingness among staff to engage in reform efforts.

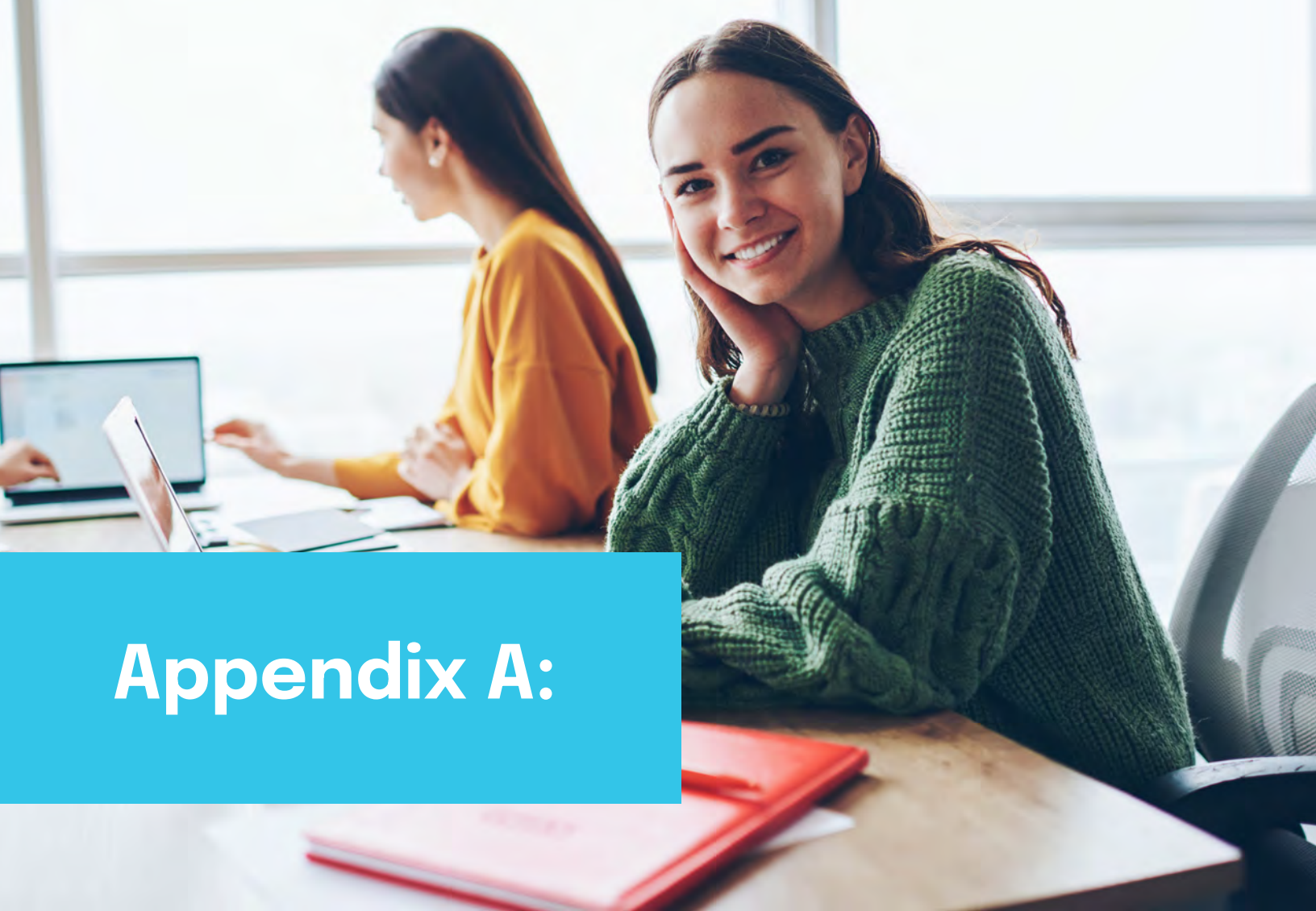
Nevertheless, KSU's financial position, as evidenced by sustained negative CFI scores and erratic liquidity levels, requires more than incremental operational adjustments. A financial sustainability plan combined with quarterly monitoring of key fiscal indicators by CPE and loan forgiveness represents a strategic and balanced approach—one that maintains essential oversight while building institutional capacity for long-term fiscal independence.

If the university does not meet the targets established as part of the financial sustainability plan by December 1, 2029, the legislature could consider the more intensive recommendations outlined by Baker Tilly, such as a mandated transition to the state accounting system or more direct intervention in the university's financial operations.

These recommendations are not simply about compliance—they are about restoring the university's financial health, safeguarding accreditation and rebuilding the trust of students, faculty and the Commonwealth.





A photograph of two women in an office setting. The woman in the foreground, wearing a green cable-knit sweater, is smiling and resting her chin on her hand. The woman in the background, wearing a yellow sweater, is working on a laptop. A blue rectangular box is overlaid on the left side of the image.

## Appendix A:

# KSU Management Improvement Plan

# Management Improvement Plan for Kentucky State University

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Developed by  
the Council on Postsecondary Education  
in Consultation with Kentucky State University at the  
Direction of the Kentucky General Assembly

October 2022

## About the Council on Postsecondary Education

The Council on Postsecondary Education is Kentucky's higher education coordinating agency committed to strengthening our workforce, economy and quality of life. We do this by guiding the continuous improvement and efficient operation of a high-quality, diverse and accessible system of postsecondary education.

Key responsibilities include:

- developing and implementing a strategic agenda for postsecondary education that includes measures of progress.
- producing and submitting a biennial budget request for adequate public funding of postsecondary education.
- determining tuition rates and admission criteria at public postsecondary institutions.
- collecting and distributing data about postsecondary education performance.
- ensuring the coordination and connectivity of technology among public institutions.
- licensing non-public postsecondary institutions to operate in the Commonwealth.

# Table of Contents

|           |                      |
|-----------|----------------------|
| <b>4</b>  | Plan Elements        |
| <b>5</b>  | Milestones Achieved  |
| <b>8</b>  | Element 1 Objectives |
| <b>10</b> | Element 2 Objectives |
| <b>12</b> | Element 3 Objectives |
| <b>15</b> | Element 4 Objectives |
| <b>18</b> | Element 5 Objectives |
| <b>21</b> | Element 6 Objectives |
| <b>23</b> | Element 7 Objectives |
| <b>25</b> | Element 8 Objectives |
| <b>26</b> | Plan Evaluation      |
| <b>27</b> | Appendix A           |
| <b>37</b> | Appendix B           |

# Plan Elements

Effective immediately upon the Governor’s signature on April 8, 2022, House Bill (HB) 250 provided the Council on Postsecondary Education (CPE) with \$23 million in emergency funding to cover Kentucky State University’s (KSU) current-year shortfall. HB 250 also set forth a myriad of duties and responsibilities for KSU and CPE related to KSU’s recovery. Among those was the requirement that CPE create and oversee a Management Improvement Plan (Plan) for KSU designed to assist with organizational and financial stability. The Plan shall include, but is not limited to, the following elements:

1. A comprehensive cataloging and review of university policies and procedures to ensure efficiency and compliance with state and federal law;
2. Guidelines for salary ranges and benefits for all faculty, staff and administrators;
3. Mandatory board member training and development, including but not limited to financial oversight and effective committee structure;
4. Academic program offerings, course offerings and faculty productivity guidelines;
5. Accounting and fiscal reporting systems, collections, budget and internal controls over expenditures and financial reporting;
6. Student success and enrollment management strategies;
7. Student academic progress and results; and
8. Development of online curricula with the intent of offering bachelor’s and master’s degrees online.

To oversee KSU’s progress in developing and implementing these Plan elements, the Plan also shall include:

- Specific, measurable goals, objectives and benchmarks for each of the improvement areas;
- A process for monitoring and evaluating KSU’s progress toward meeting the goals, objectives and benchmarks; and
- The terms and conditions for the termination of the Plan.

Furthermore, HB 250 allocated \$5 million in fiscal year 2022-23 and \$10 million in fiscal year 2023-24 for the purpose of distributing funds to KSU for achieving goals and benchmarks in accordance with the Plan, as determined by the Council.

## Milestones Achieved

Since the adoption of HB 250 and Senate Bill (SB) 265, the bill requiring new appointees to the KSU Board of Regents, the following milestones have been achieved in accordance with those bills:

- On April 15, 2022, pursuant to SB 265 (2022), newly appointed members of the KSU Board of Regents were confirmed by the Senate.
- Also on April 15, 2022, CPE adopted a KSU Expenditure Approval Policy to effectuate the HB 250 requirement that CPE approve all KSU expenditures over \$5,000 until declaration of KSU's financial stability. CPE also approved a disbursement of \$17.5 million of the \$23 million authorized to allow KSU to meet its current-year financial obligations.
- On April 27, 2022, the KSU Board of Regents held its first meeting with the newly confirmed members. During that meeting several items of business were conducted, including the selection of a chair and vice chair. CPE Vice President and General Counsel Travis Powell provided an overview of HB 250.
- On May 9, 2022, the KSU Board of Regents also approved the hiring of The Registry Advisory Services to provide candidates for the position of interim president.
- On May 9, 2022, the KSU Board of Regents adopted a new financial exigency policy.
- On June 1, 2022, CPE submitted its first Management Improvement Plan update to the Interim Joint Committee on Education detailing the status of the Plan's development.
- On June 17, 2022, CPE approved KSU's request for a final disbursement of \$5.5 million of the \$23 million authorized to allow KSU to meet its current-year financial obligations.
- On June 27, 2022, the KSU Board of Regents approved the hiring of Dr. Ronald Johnson as the University's new Interim President, effective July 1, 2022.
- On July 15, 2022, the KSU Board of Regents adopted new faculty and staff performance evaluation policies and a policy on policies.

CPE staff and administrators from KSU have been in contact daily since the bills were adopted. In addition to completing or assisting in the tasks outlined above, CPE has helped coordinate activities and functions required to begin the fall 2022 semester. CPE submitted a comprehensive information request to KSU staff on June 28, 2022, related to course offerings and faculty assignments for the fall, financial aid award status, pending graduation lists, projected enrollment, institutional finances and student housing. Over the next two months, numerous meetings were held to discuss this information with KSU administrators to ensure these tasks were completed as efficiently and effectively as possible.

Daily meetings between KSU and CPE have continued in order to review all subjects related to university operations. CPE staff has maintained a constant presence on campus, working with faculty, staff and administrators on a variety of issues, including but not limited to student housing, student success, academic program review and student financial aid. CPE staff with expertise in finance and academic and student affairs has worked with KSU staff to address specific issues in those areas. CPE leadership has worked with KSU leadership to help prioritize efforts and map out a strategic path forward for the University.

These constant interactions with KSU faculty, staff and administrators on both day-to-day and long-term operational aspects of the institution, along with targeted discussions on specific items for inclusion in the Plan, have informed the development of the goals, objectives and benchmarks listed in each improvement area. Through this process, CPE staff was able to ascertain the status of the institution and identify issues to be addressed to create a professionally administered and highly functioning small public HBCU land-grant university in Kentucky.

CPE has set forth objectives for KSU in each Plan area identified in HB 250. Those objectives have been included in Appendix A, which includes the required deliverable, benchmark and deadline for each objective, as well as any associated funding to be distributed upon successful completion.



## Element 1:

### A comprehensive cataloging and review of university policies and procedures to ensure efficiency and compliance with state and federal law

Comprehensive policies and procedures are critical to any high functioning organization. Policies and procedures provide consistency and transparency for an organization, both internally and externally. At public universities like KSU, students, faculty and staff rely on policies and procedures each day to determine how business is to be conducted and what rights these individuals maintain. Up-to-date policies and procedures also are critical to ensure the University's compliance with its myriad obligations, due primarily to its status as a state entity and recipient of federal funding.

On July 15, 2022, KSU adopted a Policy on Policies that outlines procedures for developing, revising and implementing all internal University policies. A Policy on Policies is essential for any large organization with multiple policies governing multiple areas of operations to provide transparency, consistency and accountability. Currently, all KSU policies are in various stages of review, and all must now comply with the Policy on Policies.

For policies to be fully implemented and lead to compliant and consistent actions on campus, they must be widely promoted and readily accessible to the campus community. Furthermore, consistency, transparency and continuity in operations cannot persist without Standard Operating Procedures (SOPs) in each business unit. KSU has suffered from extremely high turnover and loss of institutional knowledge. In addition, many business functions are often completed in a manner that lacks consistency or compliance with best practices. SOPs will help remedy these concerns and create continuing operational standards that can withstand employee turnover.

# Objectives



**Review all university policies and procedures for compliance with the Policy on Policies.**



**Review all policies and procedures and revise for content or eliminate on a schedule provided to CPE by KSU, except for The Gold Book: Bylaws of Kentucky State University, the Faculty Handbook, the Human Resources Policy Manual and The K-Book: The Kentucky State University Student Handbook, which must be completed by a date specified by CPE.**



**Create and promote an easily accessible and user-friendly policy bank on the KSU website with links to all university policies.**



**Create and implement a Standard Operating Procedures (SOPs) manual in each area (academic affairs, enrollment management, auxiliary, facilities, etc.).**

## Element 2:

### Guidelines for salary ranges and benefits for all faculty, staff and administrators

Consistency and transparency related to issues of employment are crucial to any organization, particularly public higher education institutions, which operate for the benefit of their students and serve the public at large. Organizations also must offer competitive salary and benefit packages to attract and retain high-quality personnel. While funding constraints for public higher education institutions can limit their flexibility in this area, institutions must be competitive in their markets. A transparent, consistent and competitive salary and benefit structure, combined with an institutional culture that supports the professional growth and development of all its employees, will allow the University to create and maintain a world-class workforce poised to meet the needs of its students as they pursue their educational goals.

Currently, KSU does not maintain a master position list, nor does it have a prescribed system outlining compensation bands for its roughly 430 employees. All positions do not have current descriptions that set out the requirements of the role or the associated duties and responsibilities. The additional HB 250 requirements for employee evaluation make this even more important. The objectives set forth on the following page will assist KSU in achieving the benefits described in the paragraph above and provide the basis for future success.

With changing leadership and several key positions remaining unfilled or filled with non-permanent staff, KSU's current organizational structure has not been solidified. While this has created many operational challenges, there is now an opportunity to study best practices for the maximal operational structure of all units. This would enable KSU to determine what would best support its mission in the current fiscal environment and implement those changes.

# Objectives



**Review all currently offered benefits, vacation, sick leave and holiday policies at other Kentucky institutions and ensure competitiveness and consistency.**



**Review all positions at the University, including those filled and unfilled, to determine need.**



**Identify positions that should be eliminated or reconstituted to meet the needs of the University.**



**Establish descriptions for all positions including any qualification requirements and an outline of duties and responsibilities.**



**Establish salary and benefit guidelines for all faculty, staff and administrator positions using other Kentucky institutions and national peer institutions for comparison.**



**Once new salary and benefit guidelines are adopted, all current salaries shall be adjusted to conform with new guidelines.**



**Establish a master position list and develop protocols for adding and subtracting positions to and from the list.**



**Benchmark university administrators to peer institutions per functional area and develop a plan to realign staffing in accordance with benchmarks.**



**Evaluate the current organizational structure of KSU, which shall include, but not be limited to: 1) benchmarking the number of executive level administrative positions against peer institutions; 2) reviewing the number of Deans (colleges), Chairs (departments), program coordinators and their related titles; and 3) assessing the span of control for different unit leads and reporting structures.**



**Revise the University's organizational chart, reflecting the recommended changes (titles and names), using a consistent nomenclature. Include charts for all units at KSU.**

## Element 3:

### Mandatory board member training and development, including but not limited to financial oversight and effective committee structure

Effective institutional governance is key to a high functioning college or university. Institutional boards are responsible for strategic planning and oversight and approving the mission of the institution. Boards set institutional goals and objectives, policies for operations and charge a chief executive with the task of carrying them out.

As the institution's fiduciary entity, perhaps the most critical responsibility of a governing board is financial oversight. An institution simply cannot achieve its mission without sufficient financial resources. With rising costs associated with virtually all aspects of doing business, limitations in the availability of state resources and affordability concerns for students and families, it is more important than ever that institutions exercise sound fiscal stewardship. For institutions like KSU, these concerns are paramount because KSU serves a high percentage of low-income and first-generation college students who struggle to find resources to pay for college.

For KSU specifically, these issues were exacerbated by a lack of oversight and mismanagement of institutional funds beginning in 2017, which resulted in a \$23 million cash shortfall in fiscal year 2022. CPE's Financial Assessment of KSU, completed in November 2022, found that the KSU Board of Regents would have been better equipped to prevent this crisis with standard financial reporting provided to the board on a regular and ongoing basis.

Senate Bill 265 (2022) reconstituted KSU's Board of Regents, and all appointed regents were replaced with individuals who were not connected to the University when the financial crisis occurred. While this provided a fresh perspective by a group of extremely qualified and dedicated citizens, many are new to institutional board service and need background and training to optimize their effectiveness.

# Objectives



**Complete Association of Governing Boards (AGB) training on Foundational Aspects of Trusteeship.**



**Receive comprehensive reports from all functional units of the University to better understand institutional operations from both the academic and business perspective.**



**Conduct a review of the current board committee structure as compared to those at peer institutions, as well as best practices for effective university board committees.**



**Determine the optimal board committee structure and composition and outline the charge of each committee.**



**Establish an Audit and Compliance Committee and define its relationship to the internal auditor.**



**Establish a regular meeting calendar annually for both the full board and board committees.**



**Receive approval of KSU's new board member orientation programs per KRS 164.020(25)(c).**



**Create a Regent professional development policy and plan.**



**Make Regent attendance at the annual CPE Trusteeship conference mandatory.**



**Complete CPE-facilitated training on the history of the University as a state entity that covers its recent financial crisis.**

## Objectives



**Participate in the Association of Governing Boards (AGB)/Gardner Institute Governing Board Equity in Student Success Project.**



**With CPE, develop financial oversight training modules for Regents.**



**Obtain an external review of the philanthropy strategy and governance structure of related entities, including relationships with the Foundation and Alumni**



**Adopt recommended changes to ensure optimal alumni/community/corporate engagement, fundraising and stewardship of gifts.**



**Create a self-evaluation process for the board to be conducted at least every two years to assess board effectiveness and identify strengths and weaknesses.**

*For objectives related to financial oversight of the University, please refer to the “Accounting and fiscal reporting systems, collections, budget and internal controls over expenditures and financial reporting” section.*



## Element 4:

### Academic program offerings, course offerings and faculty productivity guidelines

KSU's mission and vision promise quality teaching with a foundation in liberal studies to prepare students as global citizens, lifelong learners and problem solvers. To that end, this section of the Plan ensures academic program offerings promote the mission of the institution and/or are financially viable. Moreover, the semester and academic year course offerings must align with student needs and progress toward timely degree completion in a cost-effective manner. These two areas work collaboratively to maximize faculty productivity, improve efficiency and reduce spending.

A 2020 Gray Associates' review of KSU's 25 undergraduate programs recommended that eight programs be expanded, one program be sustained, six programs be fixed, two programs be closed and five programs be fixed with the potential to grow, sustain or close. An updated review will include all program offerings at KSU, from undergraduate certificates to the doctoral program, to ensure an adequate balance of program offerings, student enrollment and demand. KSU's current course catalog outlines numerous course offerings; of the courses listed, it is suspected that many are rarely offered, if ever. Having such a course catalog puts pressure on faculty and the institution to provide too many courses over the course of an academic year. In addition, it confuses students and advisors who are attempting to map out a timely path toward a degree. For example, as part of a minor in international studies that requires 18 credit hours, 15 of those hours must be selected from an array of almost 50 courses, most if not all of which are comprised of three credit hours. To move KSU forward, a full program review is necessary to meet the needs of current and future KSU students and adjust for the evolving post-pandemic market.

# Objectives



Utilize Gray Associates' PES+ Market system and Institutional Research data to 1) evaluate the viability of all current academic programs; 2) close low-performing programs (as defined by CPE) and those not aligned with the University's mission; 3) evaluate the costs/benefits of dual credit programs; and 4) evaluate potential new program offerings aligned with the University's mission and supported by market demand.



Facilitate a curriculum complexity discussion and streamline course offerings and programs: 1) utilize an evaluation tool, such as Curricular Analytics, to determine the efficiency of each degree plan; 2) evaluate and revise (if necessary) high Drop, Fail or Withdraw (DFW) courses; and 3) ensure alignment of course program plans with CPE's Academic Program Inventory and degree plan site.



Align course offerings to meet the student learning outcomes of the general education curriculum and CPE's Kentucky Graduate Profile.



Evaluate course offering schedules and program degree plans to maximize efficiency and promote retention, progression and graduation.



Evaluate and improve the Credit for Life process to include a consistent evaluation, documentation and awarding of academic credit.



Review educator preparation programs and redesign them to provide culturally responsive teaching, improve the K12 pipeline, meet market demands and address teacher shortages, particularly among teachers of color.



Determine the number of faculty needed in each program area based on revised program offerings and high-demand degree programs.

# Objectives



**Determine appropriate class sizes, approval processes and pay structures for faculty overload and adjunct faculty in conjunction with the previously described salary band study.**



**Review the institutional effectiveness office and make recommendations for improvement (including identifying standard reports and timelines to be provided to senior KSU administrators and Board of Regents and proper location within the organizational structure).**



**Revise and revamp the governmental services center (KRS 164.357) to provide improved educational services to state government, specifically providing program offerings in public administration leveraging KSU's geographic proximity to Kentucky state government.**



**Review the current Quality Enhancement Plan (QEP) and determine effectiveness and fidelity of implementation.**



**Evaluate the curriculum for all non-educator preparation programs.**

## Element 5:

### Accounting and fiscal reporting systems, collections, budget and internal controls over expenditures and financial reporting

The Council on Postsecondary Education issued a report on the financial health of Kentucky State University in November 2021. In this report, the Council documented numerous issues relating to poor internal control processes, ineffective budgetary controls and inadequate internal and external financial reporting. These ongoing problems led directly to the financial crisis requiring a special appropriation of \$23 million in stabilization funding for the University in April 2022.

Effective financial management structures are essential to any organization's ability to plan, budget and evaluate ongoing operations. Accurate and timely financial reporting, strong budgetary controls and effective internal controls are the core components of effective financial management. The fiduciary duties of the Board of Regents and university leadership require prudent and effective management of the resources provided by the taxpayers of the Commonwealth of Kentucky, a university's students and related, cognizant federal agencies.

The objectives outlined on the following page are designed to correct long-standing problems in accounting and financial reporting at KSU, as well as to improve financial and budgetary controls. These steps are essential to rebuilding the credibility of the University with all stakeholders and will position the University to effectively manage and accurately report on financial operations.

# Objectives



**Evaluate and revise internal budgetary controls and provide a quarterly budget to actual report to the Board of Regents.**



**Improve the accounting and reporting system, as well as internal controls over financial reporting, and provide quarterly Generally Accepted Accounting Principles (GAAP) statements and other financial information to the Board of Regents.**



**Outsource or co-source the internal audit function and reinstate the externally managed tip line.**



**Implement a formal accounting and reporting framework for endowment distributions.**



**Improve the collection of student accounts receivable, including implementation of a comprehensive Student Financial Responsibility Agreement and utilization of external collection agencies, including Kentucky's Department of Revenue.**



**Complete a comprehensive review of expenses to ensure they are charged to the correct functional area and that costs are appropriately allocated to grants and auxiliary units.**



**Complete the Banner accounting system optimization project and ADP payroll system transition to Banner.**



**Implement a long-range planning process to support the strategic and capital investment decision-making process.**



**Implement an enterprise risk management process to identify, evaluate and mitigate key risks facing the institution and higher education industry, including strategic, operational, financial and compliance risks.**



**Develop appropriate policies and procedures governing the key functions of treasury management, including cash management, operating investment management, debt management and internal loans.**

## Objectives



**Implement a formal endowment management framework.**



**Implement quarterly reporting to the Board of Regents on the President's travel, entertainment and discretionary expenses.**



**Develop a campus master plan and a three- and five-year capital project plan focused on asset preservation.**



**Evaluate all established centers (Atwood, CREED, etc.) for costs/benefits.**



**Determine professional organizations that provide resources to assist the University with planning and evaluating effectiveness and secure membership.**



**Encourage finance staff to attend the College Business Management Institute (CBMI).**



**Incorporate National Association of College and University Business Officers (NACUBO) Financial Accounting and Reporting Manual for Higher Education (FARM) as a guiding document for all business procedures.**



**Complete a software audit to determine if all purchased and licensed software is necessary and being used effectively.**

## Element 6:

### Student success and enrollment management strategies

KSU is critical to the Commonwealth's mission of educating low-income, underrepresented minority students. Although KSU enrolls only 1.2 percent of all in-state, undergraduate students at four-year public institutions, these students account for 10.7 percent of Black/African American undergraduate students in Kentucky (11.2 percent if low-income students are included). Moreover, while KSU awards less than 1 percent of all in-state degrees, this represents 5.2 percent of all degrees conferred to Black/African American students in the state (6.2% for Black/African American students from low-income backgrounds).

The crux of this Plan centers on strategic enrollment and student success efforts. The recruitment, retention and graduation of KSU students is central to the University's purpose, particularly as the Commonwealth's sole, public HBCU. The enrollment of students from Kentucky is especially important to the economic growth of the state. Work in this area is supported by a James Graham Brown Foundation grant through May 2024, as well as other projects facilitated by the Kentucky Student Success Collaborative (KYSSC), housed at CPE.

Student affairs units across the country provide the necessary co-curricular experiences to support and develop students equipped to navigate an evolving, diverse world. The collaboration between enrollment management and student affairs pushes an institution forward and provides a positive student experience. Campus-wide collaboration across academic affairs, student affairs and finance is essential to meeting the demands and expectations for student success.



# Objectives



Review the current reporting and organizational structure across student success and enrollment management units to improve communication, efficiency and effectiveness.



Develop a coordinated enrollment management function and plan, including but not limited to specific targeting of Kentucky students.



With the assistance of a private consultant, develop a student success model rooted in evidence-based best practices to support KSU admits from enrollment through completion.



Redesign the first-year experience course to integrate career exploration, academic planning and transition support content and resources.



Develop and improve processes at the opening of each academic term, including a student communication plan, housing (application, assignment and billing), student orientation, tuition/room and board billing and payment deadlines and student financial responsibilities.



Establish cross-training expectations and succession planning across student affairs units to limit the impact of staff turnover and vacancies.



Complete a comprehensive, programmatic evaluation of the 2+2 academic and career advising model, providing recommendations for improvement based on evidence-based best practices.



Evaluate the effectiveness of the pre-college academy, University College, and overall advising model with recommendations for improvement and training supports.



Evaluate the use of a case management model in which students and families are assigned one point of contact through the entire enrollment management process.



Evaluate athletics programming (including the marching band) and structures to improve processes around enrollment, recruitment and student success measures and determine the cost benefit of athletic program offerings, recommending any necessary restructuring, including competition level and conference affiliation.

## Element 7:

### Student academic progress and results

CPE adopted a new 2022-30 statewide strategic agenda in 2022. The agenda includes the statewide goal for 60 percent of Kentucky's working-age adults to have a high-quality postsecondary credential by the year 2030. KSU is critical to this goal, particularly considering the strategic agenda's focus on closing attainment gaps for low-income students and students of color. KSU's mission and vision cut across the agenda's strategic priorities, which include affordability, value, transitions, success and talent.

Moreover, the CPE Diversity, Equity, and Inclusion (DEI) policy highlights the central role KSU played in Kentucky's desegregation efforts 40 years ago. Efforts to enhance KSU align with the original desegregation plan to increase the recruitment, enrollment and graduation of diverse students. The goal of the current DEI policy is to create an accountability framework that supports the needs and success of all students, particularly those most affected by institutional and systemic inequity and exclusion.

The profile of the typical KSU student aligns seamlessly with the strategic agenda and DEI policy. Undergraduate students at KSU are primarily Black/African American. Nearly 70 percent of the student body are Pell recipients, and approximately 40 percent are first-generation college students. Additionally, the average ACT score for an incoming KSU freshman is 19, just below the state average of 20.2.

KSU's student profile creates challenges for retention, progression and graduation. Trend data detailing KSU's performance on CPE key indicators are included in Appendix B. Despite improvement in some areas, there is much progress still needed to meet the needs of individual students and the state at large.

# Objectives



**Meet first- to second-year retention and progression targets to support completion goals (graduation rate and degrees conferred).**



**Develop a system to manage institution-wide and program/departmental student cohorts to improve completion rates.**



**Evaluate student progression within programs to identify any academic and persistence obstacles.**



**Implement a predictive analytics model to develop a student recruitment profile and early warning system for enrolled students.**



**Conduct a campus climate survey and provide an improvement plan (if necessary) to address issues discovered in the survey analysis.**

## Element 8:

### Development of online offerings

Prior to the COVID-19 pandemic, colleges and universities across Kentucky were offering online programs at varying levels. These programs enabled institutions to extend their reach beyond their region and even the state's borders. The dramatic shift to online/remote learning at the onset of the pandemic demonstrated higher education's ability to transition to online programming on a larger scale. With time, institutions can create fully online programs to scale utilizing lessons learned during the pandemic.

The impending higher education enrollment cliff signals the need to offer large-scale online program offerings with the flexibility to engage adult learners and re-engage students who lost their connection to higher education and still need to gain skills to fulfill their career aspirations. CPE is working to minimize the impact of the enrollment cliff through the statewide strategic agenda and the recent implementation of the Adult Attainment Academy.

Given students' interest in the increased flexibility online education offers, KSU is ripe for the scaling of fully online programs with the same accountability, transparency and academic integrity as face-to-face programming. Additionally, the development or enhancement of online program offerings will allow KSU to expand its capacity to grow enrollment in ways the on-campus infrastructure limits.

## Objectives



**Identify a partner to develop an online program infrastructure and model, which shall include but not be limited to competency-based programs for business, public administration and education.**



**Utilize Gray Associates PES+ Market system to identify high-demand online programs to implement.**



**Determine an operating structure for a distinct KSU online subsidiary through an evaluation of the following: 1) a separate administrative structure to increase autonomy and innovation in online learning; 2) potential financial aid issues associated with an online subsidiary; 3) the effectiveness of a competency-based, eight-week model for online learning; and 4) the use of a case management model in which students and families are assigned one point of contact throughout the enrollment management process.**



**Develop an online general education curriculum aligned with CPE's transfer policy.**



**Implement innovative evaluation methods of online learning quality to ensure online programs meet nationally recognized quality assurance standards.**

# Plan Evaluation

## Process for Monitoring KSU's Progress Toward Meeting Goals, Objectives and Benchmarks

CPE will maintain staff on-site at KSU's campus to monitor progress and assist with Plan implementation in accordance with Section 2(3) of HB 250. KSU will provide Plan updates as requested by CPE and shall submit formal quarterly reports on progress on each item in each Plan area. The first quarterly report shall be due March 1, 2023.

Section 2(6) of HB 250 states that CPE shall contract with an independent third party to monitor and evaluate the University's performance throughout the period of the Council's oversight. CPE's selected outside evaluator will assist KSU in gathering information for the quarterly reports, evaluating progress and independently verifying the veracity of report content.

Compliance with Plan objectives shall always be conducted in conformance with relevant law. If KSU believes that completion of any of the objectives would violate the law or the legal rights of any member of the KSU campus community, KSU shall immediately notify CPE.

Pursuant to Section 2(3) of HB 250, CPE will provide on-site assistance in Plan implementation. CPE and KSU staff leads shall be assigned to each objective, and CPE staff shall be consulted throughout the execution of each Plan objective. Failure to engage CPE staff in Plan implementation or failure to meet any of the goals or objectives set forth in the Plan may result in CPE providing on-site management in functional areas to facilitate progress.

CPE may revise the Plan at any time per Section 2(5) of HB 250. CPE shall notify KSU and the Legislative Research Commission of any revisions upon adoption.

In accordance with Section 2(9) of HB 250, by November 1, 2025, the CPE shall provide a three-year performance analysis of KSU based on the Management Improvement Plan to the Interim Joint Committee on Education, the Interim Joint Committee on Appropriations and Revenue and the State Auditor of Public Accounts. CPE shall provide recommendations for a transition plan to a new governance and operational structure for the University for consideration by the General Assembly if the analysis finds a continuing, significant lack of efficiency and effectiveness in the governance and administration of KSU.

# Appendix A

## Objectives Outline



**A comprehensive cataloging and review of university policies and procedures to ensure efficiency and compliance with state and federal law**

| Objective                                                                                 | Deliverable                            | Benchmark | Deadline     | 2023 Funding Distribution |
|-------------------------------------------------------------------------------------------|----------------------------------------|-----------|--------------|---------------------------|
| Review all university policies and procedures for compliance with the Policy on Policies. | Summative Report                       | N/A       | May 2023     | N/A                       |
| Create and implement a Standard Operating Procedures (SOP) manual in each business area.  | Completed manuals and summative report | N/A       | May 2025     | N/A                       |
| Review and revise The Gold Book, Bylaws of Kentucky State University.                     | Revised Policy                         | N/A       | June 2023    | N/A                       |
| Review and revise The Faculty Handbook.                                                   | Revised Policy                         | N/A       | January 2024 | N/A                       |
| Review and revise Human Resources Policy Manual.                                          | Revised Policy                         | N/A       | January 2024 | N/A                       |
| Review and revise The K-Book, The Kentucky State University Student Handbook.             | Revised Policy                         | N/A       | June 2023    | N/A                       |
| Review all other policies and procedures and revise for content.                          | Revised Policies                       | N/A       | TBD          | N/A                       |
| Create and promote a policy bank on KSU's website.                                        | Updated web page                       | N/A       | June 2024    | N/A                       |





## Guidelines for salary ranges and benefits for all faculty, staff and administrators

| Objective                                                                                                                                                           | Deliverable                                                    | Benchmark                         | Deadline      | 2023 Funding Distribution |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------|-----------------------------------|---------------|---------------------------|
| Review all currently offered benefits, vacation, sick leave, and holiday policies at other Kentucky institutions and ensure competitiveness and consistency.        | Summative Report                                               | Peer institutions/KY institutions | February 2023 | N/A                       |
| Review all positions at the institution, including those filled and unfilled, to determine need.                                                                    | Summative Report                                               | N/A                               | February 2023 | N/A                       |
| Identify positions that should be eliminated or reconstituted to meet the needs of the institution.                                                                 | Summative Report                                               | N/A                               | February 2023 | N/A                       |
| Establish descriptions for all positions including any qualifications requirements and an outline of duties and responsibilities.                                   | Summative Report                                               | N/A                               | May 2023      | N/A                       |
| Establish salary and benefit guidelines for all faculty, staff, and administrator positions using other Kentucky institutions and peer institutions for comparison. | Summative Report to include guidelines                         | Peer institutions/KY institutions | July 2023     | N/A                       |
| Adjust current salaries shall be adjusted to conform with new guidelines.                                                                                           | List of all employees, title, salary, and adjustments (if any) | N/A                               | January 2024  | N/A                       |
| Establish a master position list and develop protocols for adding and subtracting positions to and from the list.                                                   | Master Position List and Modification Policy                   | N/A                               | January 2023  | N/A                       |
| Evaluate the current organizational structure of KSU.                                                                                                               | Summative Report                                               | Peer institutions/KY institutions | January 2024  | N/A                       |
| Revise institutional organizational chart to reflect changes.                                                                                                       | Revised Organizational Chart                                   | N/A                               | June 2024     | N/A                       |


**Mandatory board member training and development, including but not limited to financial oversight and effective committee structure**

| Objective                                                                                                                                                                           | Deliverable                               | Benchmark                        | Deadline      | 2023 Funding Distribution |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------|----------------------------------|---------------|---------------------------|
| Complete Association of Governing Boards (AGB) training on Foundational Aspects of Trusteeship.                                                                                     | Summative Report                          | N/A                              | November 2022 | N/A                       |
| Receive comprehensive reports from all functional units of the institution to better understand institutional operations from both the academic and business perspectives.          | Reports provided to Board during meetings | N/A                              | January 2024  | N/A                       |
| Conduct review of current board committee structure as compared to those at peer institutions and best practices for structure and charge of effective university board committees. | Summative Report                          | Peer Institutions                | February 2023 | N/A                       |
| Determine board committee structure and composition and outline the charge of each committee.                                                                                       | Revised Committee Structure               | N/A                              | April 2023    | NA                        |
| Establish Audit and Compliance Committee and define relationship to internal auditor.                                                                                               | Creation of New Committee                 | N/A                              | April 2023    | NA                        |
| Set regular meeting calendar annually for both the full board and board committees.                                                                                                 | Calendar                                  | N/A                              | TBD           | N/A                       |
| CPE review and approve KSU new board member orientation programs per KRS 164.020(25)(c).                                                                                            | Orientation Program Curriculum            | Peer Institutions                | May 2023      | N/A                       |
| Create a Regent professional development policy and plan.                                                                                                                           | Completed Policy                          | N/A                              | January 2024  | N/A                       |
| Make Regent attendance at the annual CPE Trusteeship conference mandatory.                                                                                                          | Board Action                              | N/A                              | January 2023  | N/A                       |
| Complete CPE-facilitated training on history of the institution as a state entity and its recent financial crisis.                                                                  | Training Completed                        | N/A                              | February 2023 | N/A                       |
| Participate in the AGB/Gardner Institute Governing Board Equity in Student Success Project.                                                                                         | Participation Confirmation                | N/A                              | Ongoing       | N/A                       |
| Develop with CPE financial oversight training modules for Regents.                                                                                                                  | Training Modules                          | N/A                              | June 2023     | N/A                       |
| Obtain external review of the philanthropy strategy and related entity governance structure, including relationships with the Foundation and Alumni Association.                    | Summative Report                          | Peer Institutions/Best Practices | June 2024     | N/A                       |
| Adopt recommended changes to ensure optimal alumni/ community/corporate engagement, fundraising, and stewardship of gifts.                                                          | Board Policy                              | N/A                              | January 2025  | N/A                       |
| Create a self-evaluation process for the board to be conducted at least every two years to assess board effectiveness and identify strengths and weaknesses.                        | Board Policy                              | Peer Institutions/Best Practices | January 2024  | N/A                       |



## Academic program offerings, course offerings and faculty productivity guidelines

| Objective                                                                                                                                                                          | Deliverable                                                                     | Benchmark | Deadline      | 2023 Funding Distribution |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------|-----------|---------------|---------------------------|
| Evaluate the viability of all current academic programs.                                                                                                                           | Summative Report                                                                | N/A       | February 2023 | N/A                       |
| Close low-performing programs.                                                                                                                                                     | Suspend programs with plan to close in CPE program inventory and teach out plan | N/A       | April 2023    | N/A                       |
| Evaluate costs/benefits of the dual credit program.                                                                                                                                | Summative report and performance improvement plan                               | N/A       | May 2023      | N/A                       |
| Evaluate potential new program offerings.                                                                                                                                          | Summative Report and proposal development plan                                  | N/A       | June 2023     | N/A                       |
| Utilize evaluation tool to determine efficiency of each degree plan.                                                                                                               | Summative Report and Program Modification plan                                  | N/A       | December 2023 | N/A                       |
| Evaluate and revise (if necessary) high DFW courses.                                                                                                                               | Summative Report and curriculum and/or syllabus revision                        | N/A       | March 2024    | N/A                       |
| Ensure alignment of course program plans with CPE's Academic Program Inventory and degree plan site.                                                                               | Summative report and inventory/site updates                                     | N/A       | May 2023      | N/A                       |
| Align course offerings with general education SLOs and KY Graduate Profile.                                                                                                        | Update student learning outcomes as necessary                                   | N/A       | May 2024      | N/A                       |
| Evaluate course offering schedule and program degree plans to maximize efficiency.                                                                                                 | Summative report and updated course offering schedule                           | N/A       | July 2023     | N/A                       |
| Evaluate and improve Credit for Life process.                                                                                                                                      | Summative report and Policy update and training                                 | N/A       | January 2024  | N/A                       |
| Review educator preparation programs and redesign to provide culturally responsive teaching, improve K12 pipeline, meet market demands, and address shortage of teachers of color. | Posted RFP and contract awarded                                                 | N/A       | May 2023      | \$200,000                 |
| Determine number of faculty needed for each program.                                                                                                                               | Summative report                                                                | N/A       | June 2023     | N/A                       |
| Determine appropriate class sizes, approval process and pay structure for faculty overload and adjunct faculty.                                                                    | Summative report and updated HR policy                                          | N/A       | May 2023      | N/A                       |
| Review institutional effectiveness office.                                                                                                                                         | Summative report                                                                | N/A       | May 2025      | N/A                       |
| Evaluate Governmental Services Center (KRS 164.357) function and make recommendations to revise and revamp program.                                                                | Posted RFP and contract awarded                                                 | N/A       | March 2024    | N/A                       |
| Review current QEP and determine effectiveness and fidelity of implementation.                                                                                                     | Summative report                                                                | N/A       | July 2024     | N/A                       |
| Evaluate curriculum for all non-educator preparation programs.                                                                                                                     | Posted RFP and contract awarded                                                 | N/A       | May 2023      | \$100,000                 |



### Accounting and fiscal reporting systems, collections, budget and internal controls over expenditures and financial reporting

| Objective                                                                                                                                                                                          | Deliverable                                                                                                  | Benchmark                                                                                                                                                                                                                                                                     | Deadline                                 | 2023 Funding Distribution |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------|---------------------------|
| Evaluate and revise internal budgetary controls and provide a quarterly budget to actual report to the Board of Regents.                                                                           | Master list of budgeted positions reconciled to departmental budgets monthly                                 | N/A                                                                                                                                                                                                                                                                           | January 2023                             | N/A                       |
|                                                                                                                                                                                                    | Monthly budget to actual reports for E&G, Auxiliaries, Land Grant Match, and Asset Preservation              | Completed on time each month                                                                                                                                                                                                                                                  | January 2023                             | N/A                       |
|                                                                                                                                                                                                    | Budget projection prepared monthly for E&G, Auxiliaries, Land Grant Match, and Asset Preservation            | Completed on time each month                                                                                                                                                                                                                                                  | January 2023                             | N/A                       |
|                                                                                                                                                                                                    | Audit of all contracts to determine institutional need.                                                      | Summative Report                                                                                                                                                                                                                                                              | June 2023                                | N/A                       |
|                                                                                                                                                                                                    | Annual Budget Variance Report                                                                                | No more than 10% variance on Revenues or Expenditures from Original Budget                                                                                                                                                                                                    | Annually at the close of the fiscal year | N/A                       |
| Improve the accounting and reporting system, as well as internal controls over financial reporting, and provide quarterly GAAP statements and other financial information to the Board of Regents. | Issue RFP and award a contract for accounting services to assist in the addressing ongoing accounting issues | Executed Contract                                                                                                                                                                                                                                                             | December 2022                            | \$500,000                 |
|                                                                                                                                                                                                    | Clearing accounts reconciled within 7 days of end of each month                                              | Completed on time each month                                                                                                                                                                                                                                                  | January 2023                             | N/A                       |
|                                                                                                                                                                                                    | Bank accounts reconciled within 7 days of end of each month                                                  | Completed on time each month                                                                                                                                                                                                                                                  | January 2023                             | N/A                       |
|                                                                                                                                                                                                    | Monthly closing entries posted within 7 days of end of each month                                            | Completed on time each month                                                                                                                                                                                                                                                  | January 2023                             | N/A                       |
|                                                                                                                                                                                                    | Month closed by the 10th day of each month                                                                   | Completed on time each month                                                                                                                                                                                                                                                  | January 2023                             | N/A                       |
|                                                                                                                                                                                                    | Revise and update Business Procedures Manual                                                                 | Completed on time each month                                                                                                                                                                                                                                                  | March 2023                               | N/A                       |
|                                                                                                                                                                                                    | Statement of Revenues, Expenses and Changes in Net Position by 10th of each month                            | Completed on time each month                                                                                                                                                                                                                                                  | March 2023                               | N/A                       |
|                                                                                                                                                                                                    | Statement of Net Position by 10th of each month                                                              | Completed on time each month                                                                                                                                                                                                                                                  | March 2023                               | N/A                       |
|                                                                                                                                                                                                    | Credit card account reconciliations                                                                          | Completed on time each month                                                                                                                                                                                                                                                  | January 2023                             | N/A                       |
|                                                                                                                                                                                                    | Annual Financial Statement Analysis                                                                          | *1. Current Ratio<br>*2. Composite Financial Index Scores exceeding industry standard<br>*3. Improving Score on College Market Stress Test<br>*4. Improving Accounts Payable Turnover Ratio<br>*5. Increase in Unrestricted Net Assets less Capital Assets and Pension Impact | July 2023                                | N/A                       |

\*Targets will be set once Audited Financial Statements for FY 2021 and 2022 are completed.



## Accounting and fiscal reporting systems, collections, budget and internal controls over expenditures and financial reporting (cont.)

| Objective                                                                                                                                                                                                                                  | Deliverable                                                             | Benchmark                                                                                                                                           | Deadline               | 2023 Funding Distribution |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|---------------------------|
| Outsource or co-source the internal audit function and reinstate the externally managed tip line.                                                                                                                                          | Award contract for internal auditing services                           | N/A                                                                                                                                                 | November 2022          | N/A                       |
|                                                                                                                                                                                                                                            | Adopt audit plan for internal audit                                     | N/A                                                                                                                                                 | December 2022          | N/A                       |
|                                                                                                                                                                                                                                            | Reinstitute external tip line                                           | N/A                                                                                                                                                 | November 2022          | N/A                       |
| Implement a formal endowment management framework.                                                                                                                                                                                         | Review endowment agreements and execute new agreements where needed     | N/A                                                                                                                                                 | February 2023          | N/A                       |
|                                                                                                                                                                                                                                            | Correct accounting for prior withdrawals in 2019 and 2020               | N/A                                                                                                                                                 | February 2023          | N/A                       |
|                                                                                                                                                                                                                                            | Correct accounting structure in Banner for endowment accounts           | N/A                                                                                                                                                 | February 2023          | N/A                       |
|                                                                                                                                                                                                                                            | Correct endowment reporting on FY 2021 and FY 2022 financial statements | N/A                                                                                                                                                 | February 2023          | N/A                       |
|                                                                                                                                                                                                                                            | Review and update endowment investment policy                           | N/A                                                                                                                                                 | April 2023             | N/A                       |
|                                                                                                                                                                                                                                            | Conduct a review of endowment manager performance                       | TBD                                                                                                                                                 | April 2023             | N/A                       |
|                                                                                                                                                                                                                                            | Report on Fundraising Efficiency                                        | Fundraising Efficiency Ratio Improving                                                                                                              | June 2023              | N/A                       |
| Improve the collection of student accounts receivable, including implementation of a comprehensive Student Financial Responsibility Agreement and utilization of external collection agencies, including Kentucky's Department of Revenue. | Monthly report of outstanding student balances                          | 1. Trend of reduced student balances at census date<br>2. Improving Accounts Receivable Turnover Ratio<br>3. Decrease over time in Bad Debt Expense | February and September | N/A                       |
|                                                                                                                                                                                                                                            | Month report of collection activity                                     | Completed on time each month                                                                                                                        | January 2023           | N/A                       |
|                                                                                                                                                                                                                                            | Executed student financial responsibility agreement                     | N/A                                                                                                                                                 | January 2023           | N/A                       |
|                                                                                                                                                                                                                                            | Revised collection policy                                               | N/A                                                                                                                                                 | January 2023           | N/A                       |
| Complete a comprehensive review of expenses to ensure they are charged to the correct functional area and that costs are appropriately allocated to grants and auxiliary units.                                                            | Revised chart of accounts                                               | N/A                                                                                                                                                 | March 2023             | N/A                       |
|                                                                                                                                                                                                                                            | Summative report on account revisions                                   | N/A                                                                                                                                                 | March 2023             | N/A                       |
| Complete Banner optimization project and ADP to Banner Transition.                                                                                                                                                                         | Summative report on necessary optimizations                             | N/A                                                                                                                                                 | November 2023          | N/A                       |
|                                                                                                                                                                                                                                            | Completed optimizations by module                                       | N/A                                                                                                                                                 | September 2023         | N/A                       |
|                                                                                                                                                                                                                                            | Completed transition from ADP to Banner payroll module                  | N/A                                                                                                                                                 | January 2024           | N/A                       |



## Accounting and fiscal reporting systems, collections, budget and internal controls over expenditures and financial reporting (cont.)

| Objective                                                                                                                                                                                                             | Deliverable                                                                         | Benchmark                                                                                         | Deadline       | 2023 Funding Distribution |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------|----------------|---------------------------|
| Implement a long-range planning process to support the strategic and capital investment decision-making process.                                                                                                      | Contract for custodial, grounds, and facilities management                          | N/A                                                                                               | November 2022  | N/A                       |
|                                                                                                                                                                                                                       | Deferred Maintenance Schedule                                                       | N/A                                                                                               | February 2023  | N/A                       |
|                                                                                                                                                                                                                       | Asset Preservation Funding Allocation Program                                       | N/A                                                                                               | February 2023  | N/A                       |
| Implement an enterprise risk management process to identify, evaluate, and mitigate key risks facing the institution and higher education industry, including strategic, operational, financial and compliance risks. | Create BOR committee for enterprise risk management or assign to existing committee | N/A                                                                                               | January 2024   | N/A                       |
|                                                                                                                                                                                                                       | Summative report                                                                    | N/A                                                                                               | March 2024     | N/A                       |
| Develop appropriate policies and procedures governing the key functions of treasury management including cash management, operating investment management, debt management and internal loans.                        | Cash and Treasury management procedures manual                                      | N/A                                                                                               | February 2023  | N/A                       |
|                                                                                                                                                                                                                       | Annual cash flow projection                                                         | Days cash on hand minimum throughout the year of 90 (reduce cash by any accessed lines of credit) | January 2023   | N/A                       |
| Review endowment performance and develop related management metrics.                                                                                                                                                  | Summative report                                                                    | N/A                                                                                               | June 2023      | N/A                       |
| Implement quarterly reporting to the Board of Regents on the President's travel, entertainment and discretionary expenses.                                                                                            | Quarterly report                                                                    | N/A                                                                                               | January 2023   | N/A                       |
| Develop a campus master plan and a 3- and 5-year capital project plan focused on asset preservation.                                                                                                                  | Campus Master Plan                                                                  | N/A                                                                                               | December 2023  | N/A                       |
| Evaluate all established Centers (Atwood, CREED, etc.) for costs/benefits.                                                                                                                                            | Summative report                                                                    | N/A                                                                                               | June 2024      | N/A                       |
| Determine professional organizations that provide resources to assist the university with planning and evaluation of effectiveness (CUPA, NACUBO, etc) and secure membership.                                         | Summative report                                                                    | N/A                                                                                               | September 2023 | N/A                       |
| Encourage attendance at CBMI for Finance staff.                                                                                                                                                                       | Report of attendance                                                                | N/A                                                                                               | September 2023 | N/A                       |
| Incorporate NACUBO FARM as a guiding document for all business procedures.                                                                                                                                            | Revised business procedures document                                                | N/A                                                                                               | March 2023     | N/A                       |
| Complete software audit to identify if all purchased and licensed software is necessary and being used effectively.                                                                                                   | Summative Report                                                                    | N/A                                                                                               | March 2023     | N/A                       |



## Student success and enrollment management strategies

| Objective                                                                                                                                                                                     | Deliverable                                           | Benchmark | Deadline      | 2023 Funding Distribution |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------|-----------|---------------|---------------------------|
| Review the current reporting and organizational structure across student success and enrollment management.                                                                                   | Summative report and updated organizational chart     | N/A       | December 2022 | N/A                       |
| Develop a coordinated enrollment management function and plan.                                                                                                                                | Summative report and Implementation Plan              | N/A       | July 2023     | N/A                       |
| With the assistance of a private consultant, develop a student success model supporting the profile of KSU admits from enrollment through completion rooted in evidence-based best practices. | Issuance of RFP and award of contract                 | N/A       | May 2023      | N/A                       |
| Redesign first-year experience course.                                                                                                                                                        | Summative report and Implementation and Training Plan | N/A       | May 2023      | N/A                       |
| Develop and improve processes around opening of term.                                                                                                                                         | Summative report and Implementation Plan              | N/A       | May 2023      | N/A                       |
| Evaluate the use of a case management model for student success and enrollment management.                                                                                                    | Summative report                                      | N/A       | May 2024      | N/A                       |
| Establish a cross-training expectation and succession planning.                                                                                                                               | Summative report and Implementation Plan              | N/A       | December 2023 | N/A                       |
| Complete a comprehensive, programmatic evaluation of the 2+2 advising model.                                                                                                                  | Summative report                                      | N/A       | May 2025      | N/A                       |
| Evaluate the effectiveness of the pre-college academy, University College, and overall advising model.                                                                                        | Summative report                                      | N/A       | May 2024      | N/A                       |
| Evaluate the athletics programming and structure.                                                                                                                                             | Summative report                                      | N/A       | June 2023     | N/A                       |





## Student academic progress and results

| Objective                                                                                                   | Deliverable                              | Benchmark                                                                                                                                                                                                           | Deadline       | 2023 Funding Distribution |
|-------------------------------------------------------------------------------------------------------------|------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|---------------------------|
| Meet retention and progression targets to support completion (graduation rate and degrees conferred) goals. | N/A                                      | Beginning with Fall 2024 cohort, the progression rate targets at 75% after Year 1; 65% after Year 2; 60% after Year 3; 55% after Year 4, and 53% after Year 5. Improvement in these areas should begin immediately. | September 2025 | N/A                       |
| Improve retention rate first fall (2022) to second fall (2023).                                             | N/A                                      | 75%                                                                                                                                                                                                                 | September 2023 | NA                        |
| Improve fall 2023 cohort progression rate.                                                                  | N/A                                      | 70% of the fall cohort earn 30 credit hours and return in the fall semester                                                                                                                                         | June 2024      | NA                        |
| Improve AY 2022-2023 graduation rate.                                                                       | N/A                                      | 44%                                                                                                                                                                                                                 | September 2023 | NA                        |
| Increase the number of degrees conferred for AY 2022-23.                                                    | N/A                                      | 166                                                                                                                                                                                                                 | September 2023 | NA                        |
| Develop a system to manage institution-wide and program/depart- mental student cohorts.                     | Summative report and Implementation Plan | N/A                                                                                                                                                                                                                 | May 2023       | N/A                       |
| Implement a predictive analytics model to develop a student recruitment profile and early warning system.   | Summative report and Implementation Plan | N/A                                                                                                                                                                                                                 | May 2024       | N/A                       |
| Conduct a campus climate survey.                                                                            | Summative report and Improvement Plan    | N/A                                                                                                                                                                                                                 | August 2024    | N/A                       |



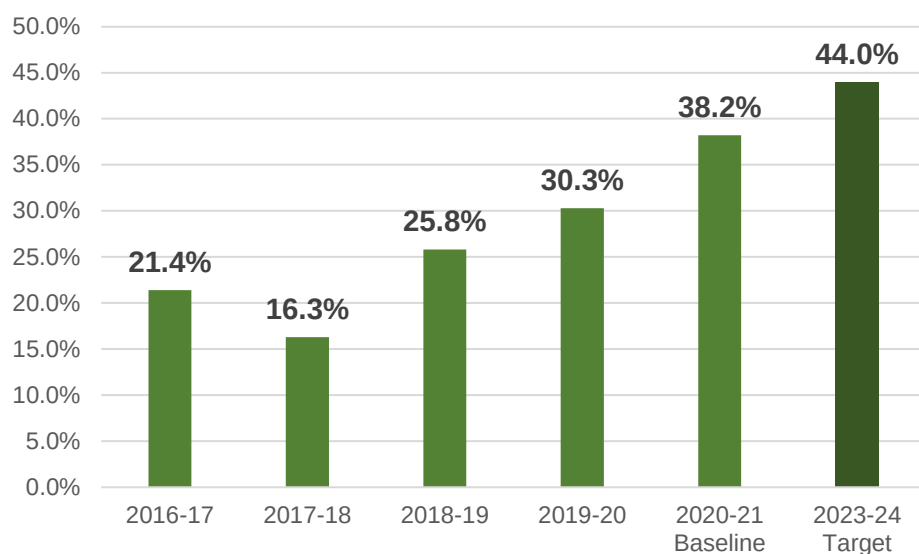
## Development of online offerings

| Objective                                                                                        | Deliverable                                    | Benchmark | Deadline     | 2023 Funding Distribution |
|--------------------------------------------------------------------------------------------------|------------------------------------------------|-----------|--------------|---------------------------|
| Identify a partner to provide online programs.                                                   | Issue RFP and contract award                   | N/A       | May 2023     | \$2,500,000               |
| Utilize Gray Associates PES+ Market system to identify high demand online programs to implement. | Summative report and proposal development plan | N/A       | May 2023     | N/A                       |
| Determine operating structure for a distinct online subsidiary.                                  | Summative report and implementation plan       | N/A       | January 2024 | N/A                       |
| Implement innovative evaluation of online learning quality.                                      | Summative report                               | N/A       | May 2025     | N/A                       |
| Develop an online general education curriculum aligned with CPE's transfer policy.               | Summative report                               | N/A       | May 2024     | N/A                       |

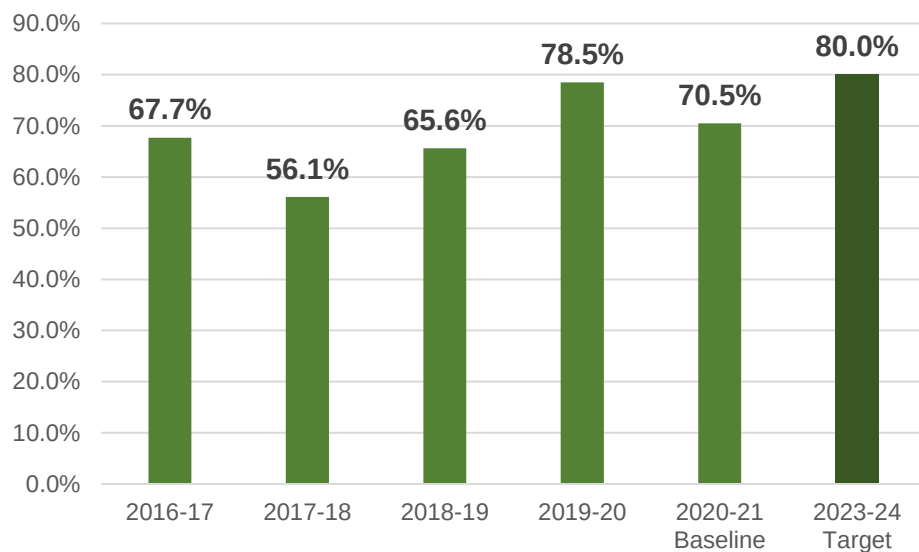
## Appendix B

### Student Success Trend Data for KSU

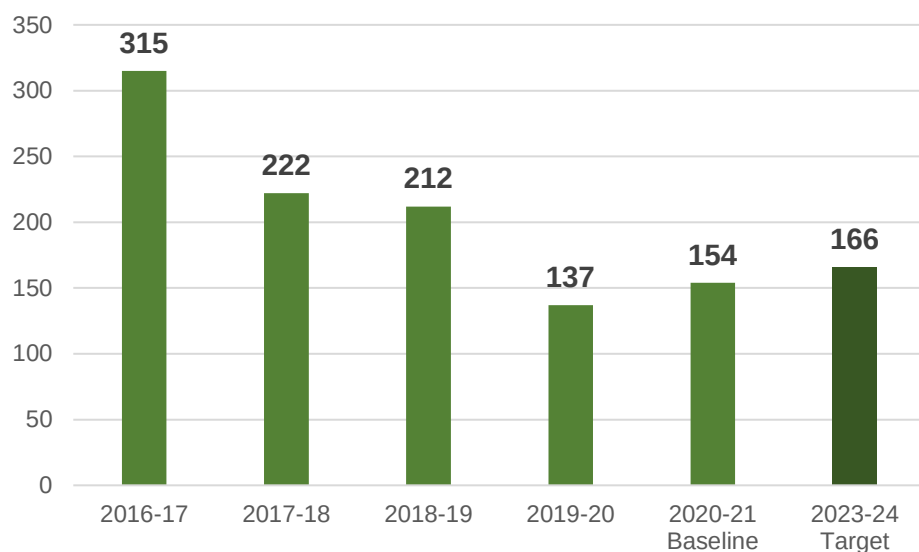
#### Six-Year Graduation Rate



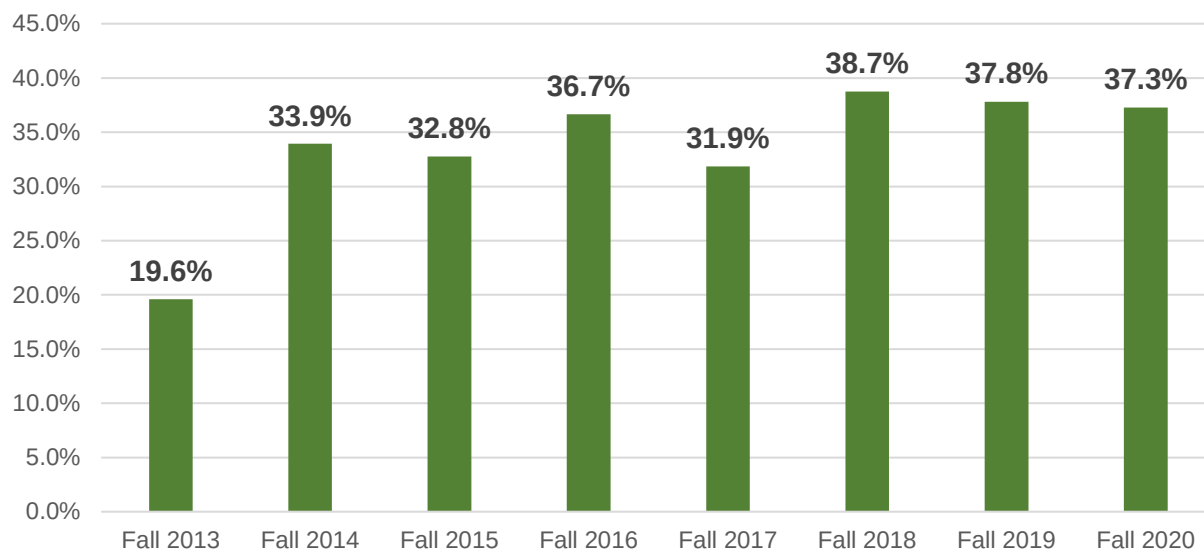
#### First-Year to Second-Year Retention Rate



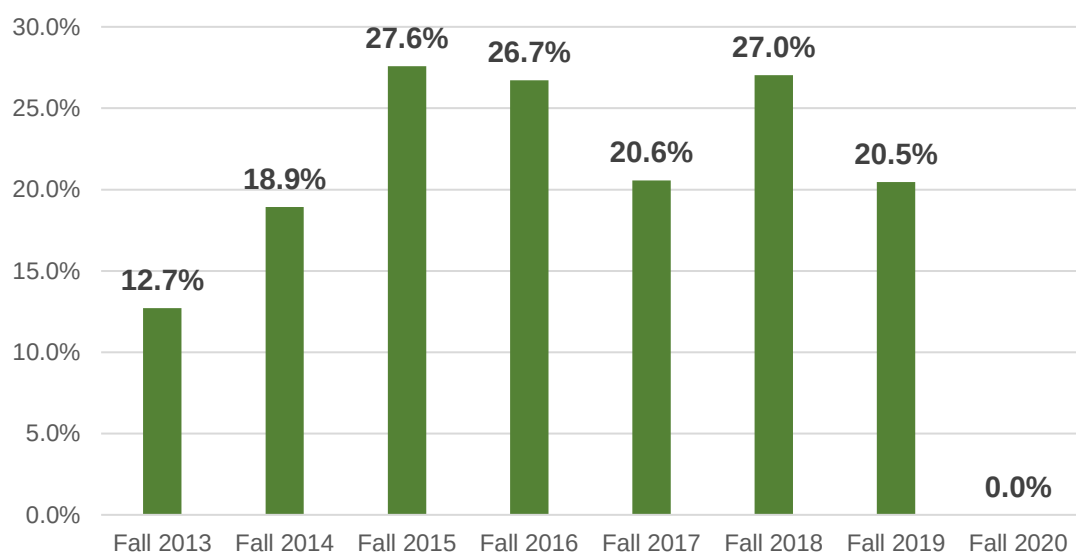
### Undergraduate Degrees and Credentials



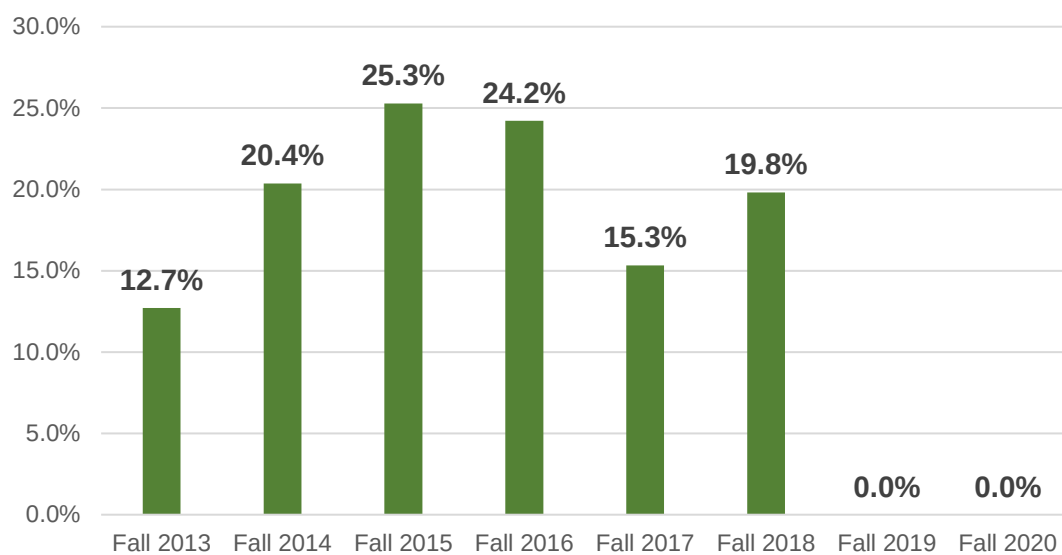
### Student Progression - 2nd Year



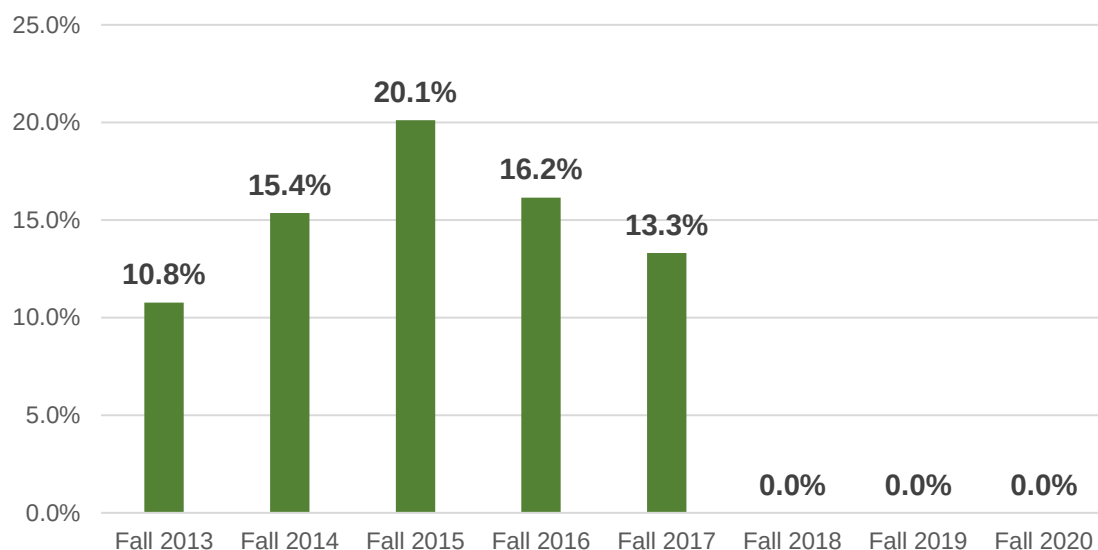
### Student Progression - 3rd Year



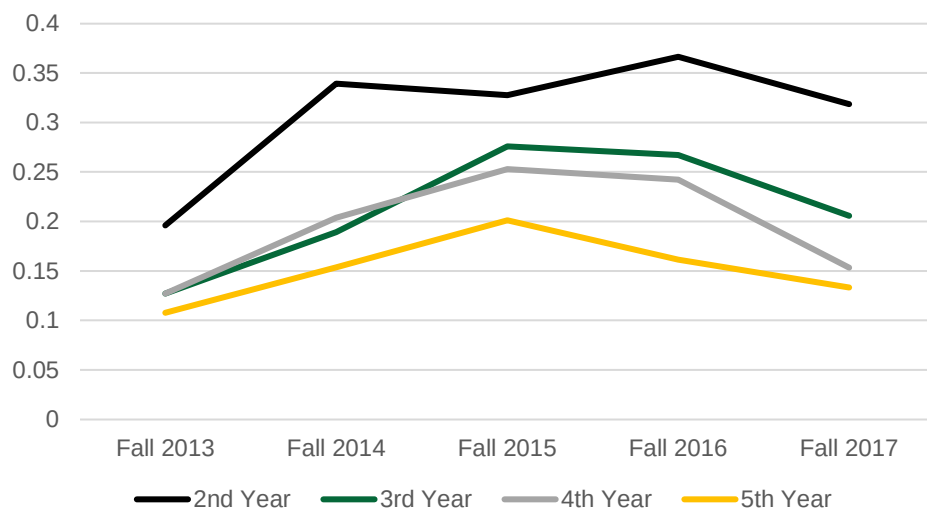
### Student Progression - 4th Year



## Student Progression - 5th Year



## Student Progression: Fall 2013 to Fall 2017







100 Airport Road  
Frankfort, KY 40601  
Ph: (502) 573-1555  
[cpe.ky.gov](http://cpe.ky.gov)

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The Council does not discriminate on the basis of race, color, national origin, sex, religion, age, or disability in employment or the provision of services, and provides, upon request, reasonable accommodation, including auxiliary aids and services necessary to afford individuals with disabilities an equal opportunity to participate in all programs and activities.





## Appendix B:

# Management Improvement Plan Objectives

| Plan Area               | Objective #  | Objective from Agenda                                                                                                                                   | Deliverable                            | Benchmark | Deadline          | Revised Deadline | Funding Distribution Upon Successful Completion | Review Frequency |
|-------------------------|--------------|---------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------|-----------|-------------------|------------------|-------------------------------------------------|------------------|
| Policies and Procedures | 1.01.1       | Review all university policies and procedures for compliance with the Policy on Policies.                                                               | Summative Report                       | N/A       | Q2 - FY 2024      | Q2 - FY 2025     | N/A                                             | Once             |
| Policies and Procedures | 1.02.1       | Create and implement a Standard Operating Procedures (SOPs) manual in each area (academic affairs, enrollment management, auxiliary, facilities, etc.). | Completed manuals and summative report | N/A       | Q4 - FY 2025      | Q4 - FY 2025     | N/A                                             | Once             |
| Policies and Procedures | 1.04.1       | Review all policies and procedures and revise for content... must be completed by a specific date specific by CPE.                                      | Revised Policy                         | N/A       | Q3 - FY 2024      | Q2 - FY 2025     | N/A                                             | Once             |
| Policies and Procedures | 1.05.1       | Review all policies and procedures and revise for content... must be completed by a specific date specific by CPE.                                      | Revised Policy                         | N/A       | Q3 - FY 2024      | Q2 - FY 2025     | N/A                                             | Once             |
| Policies and Procedures | 1.06.1       | Review all policies and procedures and revise for content... must be completed by a specific date specific by CPE.                                      | Revised Policy                         | N/A       | Q2 - FY 2024      | Q1 - FY 2025     | N/A                                             | Once             |
| Policies and Procedures | 1.07.2       | Review all policies and procedures and revise for content....must be completed by a specific date specified by CPE.                                     | Revised Policies                       |           | Separate Schedule | Q2 - FY 2025     |                                                 | Once             |
| Policies and Procedures | 1.08.1       | Create and promote an easily accessible and user-friendly policy bank on the KSU website with links to all university policies.                         | Updated web page                       | N/A       | Q4 - FY 2024      | Q4 - FY 2024     | N/A                                             | Once             |
| Policies and Procedures | 1.09.1 (NEW) | Digitization of Student Records                                                                                                                         | Contract award for qualified vendor    |           | Q3 - FY 2024      | Q4 - FY 2024     | \$ 90,000                                       | Once             |

|                         |              |                                                                                                                                                                                        |                                                          |                                                    |              |     |      |
|-------------------------|--------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------|----------------------------------------------------|--------------|-----|------|
| Policies and Procedures | 1.09.2 (NEW) | Provide annual training to all staff, with a focus on select KSU policies, which should include, at a minimum, ethics, conflicts of interest, conflicts of commitment (as applicable). | Comprehensive training plan with modules, as applicable. | Q4 - FY 2025                                       | Q4 - FY 2025 |     | Once |
| Salary Ranges           | 2.02.1       | Review all positions at the University, including those filled and unfilled, to determine need.                                                                                        | Summative Report                                         | N/A Q4 - FY 2023                                   | Q1 - FY 2025 | N/A | Once |
| Salary Ranges           | 2.03.1       | Identify positions that should be eliminated or reconstituted to meet the needs of the University.                                                                                     | Summative Report                                         | N/A Q4 - FY 2023                                   | Q2 - FY 2025 | N/A | Once |
| Salary Ranges           | 2.04.1       | Establish descriptions for all positions including any qualification requirements and an outline of duties and responsibilities.                                                       | Summative Report                                         | N/A Q4 - FY 2023                                   | Q2 - FY 2025 | N/A | Once |
| Salary Ranges           | 2.05.2       | Establish salary and benefit guidelines for all faculty, staff and administrator positions using other Kentucky institutions and national peer institutions for comparison.            | Summative Report to Include Guidelines                   | Peer institutions/<br>KY institutions Q2 - FY 2024 | Q4 - FY 2024 | N/A | Once |

|               |        |                                                                                                                            |                                                                                         |     |              |                                                                                      |     |           |
|---------------|--------|----------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------|-----|--------------|--------------------------------------------------------------------------------------|-----|-----------|
| Salary Ranges | 2.06.1 | Once new salary and benefit guidelines are adopted, all current salaries shall be adjusted to conform with new guidelines. | List of all employees, title, salary, and adjustments (if any)                          | N/A | Q3 - FY 2024 | Q4 FY - 2024                                                                         | N/A | Once      |
| Salary Ranges | 2.07.2 | Establish a master position list and develop protocols for adding and subtracting positions to and from the list.          | Finalized Modification policy including process for regular master position list review | N/A | Quarterly    | Q1 - FY 2025 - policy has already been completed. Quarterly lists for items 2 and 3. |     | Quarterly |

|                |        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                           |                                       |               |              |     |          |
|----------------|--------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------|---------------------------------------|---------------|--------------|-----|----------|
| Salary Ranges  | 2.09.1 | Benchmark university administrators to peer institutions per functional area and develop a plan to realign staffing in accordance with benchmarks.<br>Evaluate the current organizational structure of KSU, which shall include, but not be limited to:<br>a. Benchmarking the number of executive level administrative positions against peer institutions.<br>b. Reviewing the number of Deans (colleges), Chairs (departments), program coordinators and their related titles.<br>c. Assessing the span of control for different unit leads and reporting structures. | Summative Report                          | Peer institutions/<br>KY institutions | Q3 - FY 2024  | Q1 - FY 2025 | N/A | Once     |
| Salary Ranges  | 2.10.1 | Revise the University's organizational chart, reflecting the recommended changes (titles and names), using a consistent nomenclature. Include charts for all units at KSU.                                                                                                                                                                                                                                                                                                                                                                                               | Revised Organizational Chart              | N/A                                   | Q4 - FY 2024  | Q1 - FY 2025 | N/A | Once     |
| Board Training | 3.02.1 | Receive comprehensive reports from all functional units of the University to better understand institutional operations from both the academic and business perspective.                                                                                                                                                                                                                                                                                                                                                                                                 | Reports provided to Board during meetings | N/A                                   | Q3 - FY 2024  | Q4 - FY 2024 | N/A | Once     |
| Board Training | 3.06.1 | Establish a regular meeting calendar annually for both the full board and board committees.                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Calendar                                  | N/A                                   | Annually - Q2 | Q1 - FY 2025 | N/A | Annually |

|                |        |                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                   |                                                                                                      |              |                                                                                                                                    |           |
|----------------|--------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|------------------------------------------------------------------------------------------------------|--------------|------------------------------------------------------------------------------------------------------------------------------------|-----------|
| Board Training | 3.11.1 | Participate in the Association of Governing Boards (AGB)/Gardner Institute Governing Board Equity in Student Success Project.                                                                  | Participation Confirmation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | N/A                               | Quarterly                                                                                            | Quarterly    | N/A                                                                                                                                | Quarterly |
| Board Training | 3.13.1 | Obtain an external review of the philanthropy strategy and governance structure of related entities, including relationships with the Foundation and Alumni Association.                       | Summative Report                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Peer Institutions/ Best Practices | Q4 - FY 2024<br>*CPE will recommend an extension of this due date at the June 2024 CPE Board Meeting | Q4 - FY 2025 | N/A                                                                                                                                | Once      |
| Board Training | 3.13.2 | Issue a Request for Proposal (RFP) for a review of the philanthropy strategy and governance structure of related entities, including relationships with the Foundation and Alumni Association. | Issuance of RFP.<br>For a well-qualified consulting firm, with experience advising HBCU institutions, to evaluate the current philanthropy organization and operations, including staffing and infrastructure, as well as the University's relationships with the Foundation and Alumni Association. This evaluation can be completed as part of a campaign readiness assessment and feasibility study, which will provide essential information for leadership in positioning the University for future philanthropy success. |                                   | 6/1/24                                                                                               | Q4 - FY 2024 | \$250,000 upon issuance of RFP. Funds shall be used for this purpose and any remainder may be used at the university's discretion. |           |
| Board Training | 3.14.1 | Adopt recommended changes to ensure optimal alumni/community/corporate engagement, fundraising and stewardship of gifts.                                                                       | Board Policy                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | N/A                               | Q2 - FY 2025                                                                                         | Q2 - FY 2025 | N/A                                                                                                                                | Once      |

|                   |                 |                                                                                                                                                                                                        |                                                          |     |              |              |     |          |
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| Board Training    | 3.15.2<br>(NEW) | Create a tracking system for the Board of Regents for resolutions passed with regular updates on implementation                                                                                        | Implemented tracking system.                             |     | Q1 - FY 2025 | Q1 - FY 2025 |     | Once     |
| Academic Programs | 4.05.1          | Facilitate a curriculum complexity discussion and streamline course offerings and programs: Utilize an evaluation tool, such as Curricular Analytics, to determine the efficiency of each degree plan; | Summative Report and Program Modification plan           | N/A | Q2 - FY 2024 | Q4 - FY 2024 | N/A | Once     |
| Academic Programs | 4.06.1          | Facilitate a curriculum complexity discussion and streamline course offerings and programs: Evaluate and revise (if necessary) high Drop, Fail or Withdraw (DFW) courses;                              | Summative Report and curriculum and/or syllabus revision | N/A | Q4 - FY 2024 | Q4 - FY 2024 | N/A | Once     |
| Academic Programs | 4.07.1          | Facilitate a curriculum complexity discussion and streamline course offerings and programs: Ensure alignment of course program plans with CPE's Academic Program Inventory and degree plan site.       | Summative report and inventory/site updates              | N/A | Q4 - FY 2023 | Q4 - FY 2024 | N/A | Once     |
| Academic Programs | 4.08.1          | Align course offerings to meet the student learning outcomes of the general education curriculum and CPE's Kentucky Graduate Profile.                                                                  | Update student learning outcomes as necessary            | N/A | Q4 - FY 2024 | Q4 - FY 2024 | N/A | Annually |
| Academic Programs | 4.10.1          | Evaluate and improve the Credit for Life process to include a consistent evaluation, documentation and awarding of academic credit.                                                                    | Summative report and Policy update and training          | N/A | Q2 - FY 2024 | Q4 - FY 2024 | N/A | Once     |

|                   |        |                                                                                                                                                                                                                                                                         |                                                                                                |     |              |              |            |      |
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| Academic Programs | 4.11.1 | Review educator preparation programs and redesign them to provide culturally responsive teaching, improve the K12 pipeline, meet market demands and address teacher shortages, particularly among teachers of color.                                                    | Posted RFP and contract awarded                                                                | N/A | Q4 - FY 2023 | Q4 - FY 2024 | \$ 200,000 | Once |
| Academic Programs | 4.12.1 | Determine the number of faculty needed in each program area based on revised program offerings and high-demand degree programs.                                                                                                                                         | Summative report                                                                               | N/A | Q4 - FY 2023 | Q4 - FY 2024 | N/A        | Once |
| Academic Programs | 4.13.1 | Determine appropriate class sizes, approval processes and pay structures for faculty overload and adjunct faculty in conjunction with the previously described salary band study.                                                                                       | Summative report and updated HR policy                                                         | N/A | Q4 - FY 2023 | Q4 - FY 2024 | N/A        | Once |
| Academic Programs | 4.14.1 | Review the institutional effectiveness office and make recommendations for improvement (including identifying standard reports and timelines to be provided to senior KSU administrators and Board of Regents and proper location within the organizational structure). | Summative report                                                                               | N/A | Q4 - FY 2025 | Q4 - FY 2025 | N/A        | Once |
| Academic Programs | 4.15.1 | Develop a series of Governmental Relations degree programs for online delivery. Programs should be designed specifically to provide services to state government leveraging KSU's geographic proximity to Kentucky State University.                                    | Program structure including courses to be developed, market analysis, and implementation plan. | N/A | Q4 - FY 2024 | Q4 - FY 2024 | N/A        | Once |



|                   |         |                                                                                                                                                                                                                                               |                                                        |                                                                                              |               |               |                                                                                                                                        |                                    |
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| Academic Programs | 4.16.1  | Review the current Quality Enhancement Plan (QEP) and determine effectiveness and fidelity of implementation.                                                                                                                                 | Summative report                                       | N/A                                                                                          | Q1 - FY 2025  | Q1 - FY 2025  | N/A                                                                                                                                    | Once                               |
| Academic Programs | 4.17.1  | Evaluate the curriculum for all non-educator preparation programs.                                                                                                                                                                            | Posted RFP and contract awarded                        | N/A                                                                                          | Q4 - FY 2023  | Q4 - FY 2024  | \$ 200,000                                                                                                                             | Once                               |
| Finance           | 5.01.4  | Evaluate and revise internal budgetary controls and provide a quarterly budget to actual report to the Board of Regents.                                                                                                                      | Audit of all contracts to determine institutional need | Summative Report                                                                             | Q1 - FY 2024  | Q1 - FY 2025  | N/A                                                                                                                                    | Once                               |
| Finance           | 5.01.5  | Evaluate and revise internal budgetary controls and provide a quarterly budget to actual report to the Board of Regents.                                                                                                                      | Annual Budget Variance Report                          | N/A                                                                                          | Annually - Q1 | Annually - Q1 | N/A                                                                                                                                    | Annually                           |
| Finance           | 5.02.10 | Improve the accounting and reporting system, as well as internal controls over financial reporting, and provide quarterly Generally Accepted Accounting Principles (GAAP) statements and other financial information to the Board of Regents. | Annual Financial Statement Analysis                    | *1. Current Ratio<br>*2. Composite Financial Index Scores exceeding industry standard<br>*3. | Annually - Q2 | Annually - Q2 | N/A                                                                                                                                    | Annually                           |
| Finance           | 5.02.6  | Improve the accounting and reporting system, as well as internal controls over financial reporting, and provide quarterly Generally Accepted Accounting Principles (GAAP) statements and other financial information to the Board of Regents. | Revise and update Business Procedures Manual           | Completed on time each month                                                                 | Q2 - FY 2024  | Q1 - FY 2025  | Funding of \$250,000 was removed and reassigned from this objective per the "Action Item - KSU Management Plan Revision Final 3.19.24" | Once                               |
| Finance           | 5.03.3  | Outsource or co-source the internal audit function and reinstate the externally managed tip line.                                                                                                                                             | Reinstitute external tip line                          | N/A                                                                                          | Quarterly     | Quarterly     | N/A                                                                                                                                    | Once, test active status quarterly |

|         |        |                                                                                                                                                                                 |                                                                                               |                                                      |               |            |           |
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| Finance | 5.03.6 | Outsource or co-source the internal audit function and reinstate the externally managed tip line.                                                                               | Monitor execution of internal audit plan and delivery of audit reports to the audit committee | Quarterly                                            | Quarterly     |            | Quarterly |
| Finance | 5.03.8 | Outsource or co-source the internal audit function and reinstate the externally managed tip line.                                                                               | Quarterly reports on tip line activity provided to the audit committee                        | Quarterly                                            | Quarterly     |            | Quarterly |
| Finance | 5.04.7 | Implement a formal accounting and reporting framework for endowment distributions.                                                                                              | Report on Fundraising Efficiency                                                              | Fundraising Efficiency Ratio Improving Annually - Q2 | Annually - Q2 | N/A        | Once      |
| Finance | 5.06.1 | Complete a comprehensive review of expenses to ensure they are charged to the correct functional area and that costs are appropriately allocated to grants and auxiliary units. | Revised chart of accounts                                                                     | N/A Q4 - FY 2023                                     | Q1 - FY 2025  | N/A        | Once      |
| Finance | 5.07.1 | Complete the Banner accounting system optimization project and ADP payroll system transition to Banner.                                                                         | Completed optimizations by module                                                             | N/A Q2 - FY 2024                                     | Q4 - FY 2025  | N/A        | Once      |
| Finance | 5.07.3 | Complete the Banner accounting system optimization project and ADP payroll system transition to Banner.                                                                         | Project plan for completion of ADP transition and Banner optimizations.                       | N/A Q4 - FY 2024                                     | Q4 - FY 2025  | \$ 350,000 | Once      |
| Finance | 5.08.2 | Implement a long-range planning process to support the strategic and capital investment decision-making process.                                                                | Deferred Maintenance Schedule                                                                 | N/A Q4 - FY 2023                                     | Q4 - FY 2024  | N/A        | Once      |
| Finance | 5.08.3 | Implement a long-range planning process to support the strategic and capital investment decision-making process.                                                                | Asset Preservation Funding Allocation Program                                                 | N/A Quarterly                                        | Quarterly     | N/A        | Once      |

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| Finance | 5.09.1 | Implement an enterprise risk management process to identify, evaluate and mitigate key risks facing the institution and higher education industry, including strategic, operational, financial and compliance risks. | Create BOR committee for enterprise risk management or assign to existing committee | N/A | Q3 - FY 2024  | Q1 - FY 2025  | N/A | Once      |
| Finance | 5.09.2 | Implement an enterprise risk management process to identify, evaluate and mitigate key risks facing the institution and higher education industry, including strategic, operational, financial and compliance risks. | Summative report                                                                    | N/A | Q3 - FY 2024  | Q3 - FY 2025  | N/A | Once      |
| Finance | 5.10.1 | Develop appropriate policies and procedures governing the key functions of treasury management, including cash management, operating investment management, debt management and internal loans.                      | Cash and Treasury management procedures manual                                      | N/A | Q4 - FY 2023  | Q1 - FY 2025  | N/A | Once      |
| Finance | 5.10.2 | Develop appropriate policies and procedures governing the key functions of treasury management, including cash management, operating investment management, debt management and internal loans.                      | Annual cash flow projection                                                         | N/A | Annually - Q1 | Annually - Q1 | N/A | Annually  |
| Finance | 5.12.1 | Implement quarterly reporting to the Board of Regents on the President's travel, entertainment and discretionary expenses.                                                                                           | Quarterly report                                                                    | N/A | Quarterly     | Quarterly     | N/A | Quarterly |
| Finance | 5.14.1 | Evaluate all established centers (Atwood, CREED, etc.) for costs/benefits.                                                                                                                                           | Summative report                                                                    | N/A | Q4 - FY 2024  | Q1 - FY 2025  | N/A | Once      |

|                 |        |                                                                                                                                                                                                                |                                                                                                             |     |              |              |                                                                                                                                        |      |
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| Finance         | 5.17.1 | Incorporate National Association of College and University Business Officers (NACUBO) Financial Accounting and Reporting Manual for Higher Education (FARM) as a guiding document for all business procedures. | Completed business procedures document                                                                      | N/A | Q2 - FY 2024 | Q1 - FY 2025 | Funding of \$250,000 was removed and reassigned from this objective per the "Action Item - KSU Management Plan Revision Final 3.19.24" | Once |
| Finance         | 5.17.2 | Incorporate National Association of College and University Business Officers (NACUBO) Financial Accounting and Reporting Manual for Higher Education (FARM) as a guiding document for all business procedures. | Implement training program for business procedures                                                          |     | Q1 - FY 2025 | Q1 - FY 2025 |                                                                                                                                        | Once |
| Finance         | 5.18.1 | Complete a software audit to determine if all purchased and licensed software is necessary and being used effectively.                                                                                         | Summative Report                                                                                            | N/A | Q2 - FY 2024 | Q1 - FY 2025 | N/A                                                                                                                                    | Once |
| Finance         | 5.19.1 | Completion of a 5-year budget for the university                                                                                                                                                               | Completion of a five-year budget and presentation to the KSU Board of Regents and/or its Finance Committee. |     | Q4 - FY 2024 | Q4 - FY 2024 |                                                                                                                                        | Once |
| Student Success | 6.03.1 | With the assistance of a private consultant, develop a student success model rooted in evidence-based best practices to support KSU admits from enrollment through completion.                                 | Participation in James Graham Brown Grant Project.                                                          | N/A | Q4 - FY 2023 | Q1 - FY 2025 | N/A                                                                                                                                    | Once |
| Student Success | 6.04.1 | Redesign the first-year experience course to integrate career exploration, academic planning and transition support content and resources.                                                                     | Summative report and Implementation and Training Plan                                                       | N/A | Q4 - FY 2023 | Q1 - FY 2025 | N/A                                                                                                                                    | Once |

|                 |        |                                                                                                                                                                                                                                                                              |                                          |     |              |              |     |      |
|-----------------|--------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------|-----|--------------|--------------|-----|------|
| Student Success | 6.05.1 | Develop and improve processes at the opening of each academic term, including a student communication plan, housing (application, assignment and billing), student orientation, tuition/room and board billing and payment deadlines and student financial responsibilities. | Summative report and Implementation Plan | N/A | Q4 - FY 2023 | Q4 - FY 2024 | N/A | Once |
| Student Success | 6.06.1 | Evaluate the case management program implemented in the online program. Review results over the first year and consider what if any techniques can be implemented for the residential program.                                                                               | Summative report                         | N/A | Q4 - FY 2024 | Q1 - FY 2025 | N/A | Once |
| Student Success | 6.08.1 | Complete a comprehensive, programmatic evaluation of the 2+2 academic and career advising model, providing recommendations for improvement based on evidence-based best practices.                                                                                           | Summative report                         | N/A | Q4 - FY 2025 | Q4 - FY 2025 | N/A | Once |
| Student Success | 6.09.1 | Evaluate the effectiveness of the pre-college academy, University College, and overall advising model with recommendations for improvement and training supports.                                                                                                            | Summative report                         | N/A | Q4 - FY 2024 | Q4 - FY 2024 | N/A | Once |

|                 |        |                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |     |              |              |                                                                                                                                    |      |
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| Student Success | 6.10.1 | Evaluate athletics programming and structures to improve processes around enrollment, recruitment and student success measures and determine the cost benefit of athletic program offerings, recommending any necessary restructuring, including competition level and conference affiliation. | Summative report                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | N/A | Q1 - FY 2024 | Q3 - FY 2025 | N/A                                                                                                                                | Once |
| Student Success | 6.10.2 | Issue a Request for Proposal (RFP) for a review of The Department of Intercollegiate Athletics.                                                                                                                                                                                                | Issuance of RFP.<br>For a well-qualified consulting firm, with extensive knowledge of intercollegiate athletics, to assist the university in evaluating the current Intercollegiate program that includes: student-athlete experience, conference and division suitability, enrollment and financial optimization, fund raising challenges and opportunities, facility conditions and needs, Title IX compliance, proper staffing, athletic alumni(ae) engagement, and the departments overall contribution to the mission of KSU. |     | 6/1/24       | Q4 - FY 2024 | \$250,000 upon issuance of RFP. Funds shall be used for this purpose and any remainder may be used at the university's discretion. |      |
| Student Success | 6.12.1 | Improve support for student mental health                                                                                                                                                                                                                                                      | Participate in the Jed Foundation Program and provide Mental Health First Aid training                                                                                                                                                                                                                                                                                                                                                                                                                                             | N/A | Q4 - FY 2023 | Q4 - FY 2024 | \$ 100,000                                                                                                                         | Once |

|                           |        |                                                                                                                                   |                                          |                                                                                                                                                                                                                     |               |               |     |      |
|---------------------------|--------|-----------------------------------------------------------------------------------------------------------------------------------|------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|---------------|-----|------|
| Student Academic Progress | 7.01.1 | Meet first- to second-year retention and progression targets to support completion goals (graduation rate and degrees conferred). | N/A                                      | Beginning with Fall 2024 cohort, the progression rate targets at 75% after Year 1; 65% after Year 2; 60% after Year 3; 55% after Year 4, and 53% after Year 5. Improvement in these areas should begin immediately. | Q1 - FY 2026  | Q1 - FY 2026  | N/A | Once |
| Student Academic Progress | 7.02.1 | Meet first- to second-year retention and progression targets to support completion goals (graduation rate and degrees conferred). | N/A                                      | 75%                                                                                                                                                                                                                 | Q2 - FY 2024  | Q4 - FY 2024  | N/A | Once |
| Student Academic Progress | 7.03.1 | Meet first- to second-year retention and progression targets to support completion goals (graduation rate and degrees conferred). | N/A                                      | 70% of the fall cohort earn 30 credit hours and return in the fall semester                                                                                                                                         | Q4 - FY 2024  | Q4 - FY 2024  | N/A | Once |
| Student Academic Progress | 7.07.1 | Implement a predictive analytics model to develop a student recruitment profile and early warning system for enrolled students.   | Summative report and Implementation Plan | N/A                                                                                                                                                                                                                 | Annually - Q2 | Annually - Q2 | N/A | Once |

|                           |        |                                                                                                                                                      |                                       |     |              |              |     |      |
|---------------------------|--------|------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------|-----|--------------|--------------|-----|------|
| Student Academic Progress | 7.08.1 | Conduct a campus climate survey and provide an improvement plan (if necessary) to address issues discovered in the survey analysis.                  | Summative report and Improvement Plan | N/A | Q1 - FY 2025 | Q1 - FY 2025 | N/A | Once |
| Online programs           | 8.04.1 | Implement innovative evaluation methods of online learning quality to ensure online programs meet nationally recognized quality assurance standards. | Summative report                      | N/A | Q4 - FY 2025 | Q4 - FY 2025 | N/A | Once |
| Online programs           | 8.05.1 | Develop an online general education curriculum aligned with CPE's transfer policy.                                                                   | [Not provided]                        | N/A | Q3 - FY 2024 | Q4 - FY 2024 |     | Once |



| Plan Area | Objective # | Objective from Agenda                                                                                                                                                                                                                         | Deliverable                                                                  |
|-----------|-------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------|
| Finance   | 5.01.01     | Evaluate and revise internal budgetary controls and provide a quarterly budget to actual report to the Board of Regents.                                                                                                                      | Master list of budgeted positions reconciled to departmental budgets monthly |
| Finance   | 5.01.02     | Evaluate and revise internal budgetary controls and provide a quarterly budget to actual report to the Board of Regents.                                                                                                                      | Monthly budget to actual reports for E&G and Auxiliaries.                    |
| Finance   | 5.02.02     | Improve the accounting and reporting system, as well as internal controls over financial reporting, and provide quarterly Generally Accepted Accounting Principles (GAAP) statements and other financial information to the Board of Regents. | Clearing accounts reconciled within 14 days of end of each month             |
| Finance   | 5.02.03     | Improve the accounting and reporting system, as well as internal controls over financial reporting, and provide quarterly Generally Accepted Accounting Principles (GAAP) statements and other financial information to the Board of Regents. | Bank accounts reconciled within 14 days of end of each month                 |
| Finance   | 5.02.04     | Improve the accounting and reporting system, as well as internal controls over financial reporting, and provide quarterly Generally Accepted Accounting Principles (GAAP) statements and other financial information to the Board of Regents. | Monthly closing entries posted within 20 days of end of each month           |
| Finance   | 5.02.05     | Improve the accounting and reporting system, as well as internal controls over financial reporting, and provide quarterly Generally Accepted Accounting Principles (GAAP) statements and other financial information to the Board of Regents. | Month closed no later than the end of the subsequent month                   |
| Finance   | 5.02.09     | Improve the accounting and reporting system, as well as internal controls over financial reporting, and provide quarterly Generally Accepted Accounting Principles (GAAP) statements and other financial information to the Board of Regents. | Credit card account reconciliations completed each month                     |

|         |         |                                                                                                                                                                                                                                               |                                                |
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| Finance | 5.02.12 | Improve the accounting and reporting system, as well as internal controls over financial reporting, and provide quarterly Generally Accepted Accounting Principles (GAAP) statements and other financial information to the Board of Regents. | Accounts payable aging summary                 |
| Finance | 5.05.01 | Improve the collection of student accounts receivable, including implementation of a comprehensive Student Financial Responsibility Agreement and utilization of external collection agencies, including Kentucky's Department of Revenue.    | Monthly report of collection activity          |
| Finance | 5.05.02 | Improve the collection of student accounts receivable, including implementation of a comprehensive Student Financial Responsibility Agreement and utilization of external collection agencies, including Kentucky's Department of Revenue.    | Monthly report of outstanding student balances |

**KSU Policy Review and Revision 1** Last updated: 5/15/2024

The following table includes a status of University policies to be updated through the end of 2024. The completion status indicates if the

| Policy Name                              | Current Policy Owner                                   | Last Revision Date    | Revision Deadline | Revised deadline | Completed by Deadline? (Y/N) | Policy Notes                                                            | Complies with Policy on Policies |
|------------------------------------------|--------------------------------------------------------|-----------------------|-------------------|------------------|------------------------------|-------------------------------------------------------------------------|----------------------------------|
| Academic Calendar                        | Academic Affairs                                       | 9/1/2023              | 12/31/2023        |                  | Yes                          |                                                                         | Yes                              |
| Academic Code of Conduct                 | Academic Affairs & Student Affairs and General Counsel | 11/28/2023            | No due date       |                  | Yes                          | Policy added to the schedule by Moss Adams after approval by the Board. | Yes                              |
| Academic Load                            | Unspecified                                            | Unknown               | 1/31/2024         | 12/31/2024       | No                           |                                                                         |                                  |
| Academic Scholarships                    | Academic Affairs                                       | Unknown               | 1/31/2024         | 12/31/2024       | No                           |                                                                         |                                  |
| Academic Standing                        | Academic Affairs, Registrar                            | Unknown               | 1/31/2024         | 12/31/2024       | No                           |                                                                         |                                  |
| Active Shooter Emergency Plan            | Student Affairs                                        | Unknown               | 12/31/2023        | 12/31/2024       | No                           |                                                                         |                                  |
| Admission to University                  | Student Affairs                                        | Unknown               | 1/31/2024         | 12/31/2024       | No                           |                                                                         |                                  |
| Anti-Harassment & Retaliation Protection | Student Affairs                                        | Within last two years | 1/31/2024         | 12/31/2024       | No                           |                                                                         |                                  |
| Appeals to Academic Status               | Academic Affairs                                       | Unknown               | 3/31/2024         | 12/31/2024       | No                           |                                                                         |                                  |
| Appropriate Usage                        | Finance & Business Affairs                             | Unknown               | 1/31/2024         | 12/31/2024       | No                           |                                                                         |                                  |
| Background Check                         | Finance & Business Affairs                             | 12/18/2023            | 12/31/2023        |                  | Yes                          |                                                                         | Yes                              |
| Behavioral Code of Conduct               | Student Affairs and General Counsel                    | 11/28/2023            | No due date       |                  | Yes                          | Policy added to the schedule by Moss Adams after approval by the Board. | Yes                              |
| Board Training Policy                    | Kentucky State University Board of Regents             | N/A                   | No due date       |                  | Yes                          | Policy added to the schedule by Moss Adams after approval by the Board. | Yes                              |
| Budget Policy and Planning               | Finance & Business Affairs                             | Unknown               | 1/31/2024         | 12/31/2024       | No                           |                                                                         |                                  |
| Business Casual Dress Code               | Office of the President                                | Unknown               | 1/31/2024         | 12/31/2024       | No                           |                                                                         |                                  |

|                                     |                                                       |            |             |            |           |                                                                         |     |
|-------------------------------------|-------------------------------------------------------|------------|-------------|------------|-----------|-------------------------------------------------------------------------|-----|
| Business Manual                     | Finance & Business Affairs                            | 2010       | 3/31/2024   | 12/31/2024 | No        |                                                                         |     |
| Calculating GPA                     | Academic Affairs                                      | Unknown    | 1/31/2024   | 12/31/2024 | No        |                                                                         |     |
| Catalogue of Record                 | Academic Affairs                                      | Unknown    | 1/31/2024   | 12/31/2024 | No        |                                                                         |     |
| Challenge by Examination            | Academic Affairs                                      | Unknown    | 3/31/2024   | 12/31/2024 | No        |                                                                         |     |
| Clear Bag Policy                    | Office of the President                               | 12/18/2023 | 12/31/2023  |            | Yes       |                                                                         | Yes |
| Collections Policy                  | Finance & Business Affairs                            | 11/28/2023 | No due date |            | Yes       | Policy added to the schedule by Moss Adams after approval by the Board. | Yes |
| Computer Replacement Policy         | Finance & Business Affairs                            | Unknown    | 1/31/2024   | 12/31/2024 | No        |                                                                         |     |
| Computer Software Policy            | Finance & Business Affairs                            | Unknown    | 3/31/2024   | 12/31/2024 | No        |                                                                         |     |
| Concurrent Degrees                  | Academic Affairs                                      | Unknown    | 3/31/2024   | 12/31/2024 | No        |                                                                         |     |
| Conflict of Commitment and Interest | Board of Regents                                      | Unknown    | 3/31/2024   | 12/31/2024 | No        |                                                                         |     |
| Consumer Information Guide          | Academic Affairs                                      | Unknown    | 6/30/2024   | 12/31/2024 | Due Later |                                                                         |     |
| Contract Management Policy          | Finance & Business Affairs; Office of General Counsel | 6/30/2023  | 12/31/2023  |            | Yes       |                                                                         | Yes |
| Cost-Sharing Policy                 | Grants & Sponsored Programs                           | Unknown    | 1/31/2024   | 12/31/2024 | No        |                                                                         |     |
| Course Attendance and Title IV      | Academic Affairs                                      | Unknown    | 3/31/2024   | 12/31/2024 | No        |                                                                         |     |
| Course Enrollment Policy            | Academic Affairs                                      | Unknown    | 1/31/2024   | 12/31/2024 | No        |                                                                         |     |
| Course Numbering System             | Academic Affairs                                      | Unknown    | 1/31/2024   | 12/31/2024 | No        |                                                                         |     |
| Course Repeat Policy                | Academic Affairs                                      | Unknown    | 3/31/2024   | 12/31/2024 | No        |                                                                         |     |
| Course Withdrawal Policy            | Academic Affairs                                      | Unknown    | 3/31/2024   | 12/31/2024 | No        |                                                                         |     |
| Credit Earning Alternatives         | Academic Affairs                                      | Unknown    | 3/31/2024   | 12/31/2024 | No        |                                                                         |     |
| Credit Hour Policy                  | Academic Affairs                                      | Unknown    | 1/31/2024   | 12/31/2024 | No        |                                                                         |     |

|                                                             |                                                                                                      |            |             |            |           |                                                                         |     |
|-------------------------------------------------------------|------------------------------------------------------------------------------------------------------|------------|-------------|------------|-----------|-------------------------------------------------------------------------|-----|
| Data Classification Policy                                  | Finance & Business Affairs                                                                           | Unknown    | 3/31/2024   | 12/31/2024 | No        |                                                                         |     |
| Data Policy                                                 | Academic Affairs                                                                                     | Unknown    | 3/31/2024   | 12/31/2024 | No        |                                                                         |     |
| Delays and Cancellations                                    | University Police                                                                                    | Unknown    | 1/31/2024   | 12/31/2024 | No        |                                                                         |     |
| Deposits to the Kentucky State University Foundation        | Office of Institutional Advancement                                                                  | 11/28/2023 | 12/31/2023  |            | Yes       |                                                                         | Yes |
| Disbursements from the Kentucky State University Foundation | Office of Institutional Advancement                                                                  | 11/28/2023 | 12/31/2023  |            | Yes       |                                                                         | Yes |
| Dismissal from the University                               | Academic Affairs                                                                                     | Unknown    | 3/31/2024   | 12/31/2024 | No        |                                                                         |     |
| Domestic and International Exchange Policy                  | Global Strategies and International Affairs, Academic Affairs & Student Affairs, and Human Resources | 11/28/2023 | No due date |            | Yes       | Policy added to the schedule by Moss Adams after approval by the Board. | Yes |
| Drug- and Alcohol-Free Policy                               | Human Resources                                                                                      | Unknown    | 3/31/2024   | 12/31/2024 | No        |                                                                         |     |
| Dual Enrollment/Dual Credit Policy                          | Academic Affairs                                                                                     | Unknown    | 3/31/2024   | 12/31/2024 | No        |                                                                         |     |
| Email Policy                                                | Finance & Business Affairs                                                                           | Unknown    | 3/31/2024   | 12/31/2024 | No        |                                                                         |     |
| Employment and Job Posting                                  | Academic Affairs                                                                                     | Unknown    | 1/31/2024   | 12/31/2024 | No        |                                                                         |     |
| Endowment Investment & Spending Policy                      | Finance & Business Affairs and Institutional Advancement                                             | 12/18/2023 | No due date |            | Yes       | Policy added to the schedule by Moss Adams after approval by the Board. | Yes |
| Establishment of Kentucky Residency                         | Academic Affairs                                                                                     | Unknown    | 6/30/2024   | 12/31/2024 | Due Later |                                                                         |     |

|                                                          |                                                                   |                            |             |            |           |                                                                         |                                |
|----------------------------------------------------------|-------------------------------------------------------------------|----------------------------|-------------|------------|-----------|-------------------------------------------------------------------------|--------------------------------|
| Ethics Hotline Policy                                    | Board of Regents, Finance & Business Affairs, and General Counsel | 11/28/2023                 | No due date |            | Yes       | Policy added to the schedule by Moss Adams after approval by the Board. | Yes                            |
| Faculty Benefits                                         | Human Resources                                                   | Unknown, but probably 2018 | 3/31/2024   | 12/31/2024 | No        |                                                                         |                                |
| Faculty Handbook                                         | Academic Affairs                                                  | 8/27/2019                  | 3/31/2024   | 12/31/2024 | No        |                                                                         |                                |
| FERPA Policy                                             | Academic Affairs                                                  | Unknown                    | 4/30/2024   | 12/31/2024 | No        |                                                                         |                                |
| Finance & Business Affairs Policies                      | Finance & Business Affairs                                        | 4/30/2010                  | 3/31/2024   | 12/31/2024 | No        |                                                                         |                                |
| General Education Transfer Policy                        | Academic Affairs; Student Affairs                                 | Unknown                    | 4/30/2024   | 12/31/2024 | No        |                                                                         |                                |
| Gift Acceptance                                          | Academic Affairs                                                  | Unknown                    | 4/30/2024   | 12/31/2024 | No        |                                                                         |                                |
| Grading System                                           | Academic Affairs                                                  | Unknown                    | 1/31/2024   | 12/31/2024 | No        |                                                                         |                                |
| Graduate Catalogue                                       | Academic Affairs                                                  | 2020                       | 6/30/2024   | 12/31/2024 | Due Later |                                                                         |                                |
| Graphics Standards Manual                                | Brand Identity/Marketing                                          | Unknown                    | 3/31/2024   | 12/31/2024 | No        |                                                                         |                                |
| Grievance Policy                                         | Academic Affairs                                                  | Unknown                    | 3/31/2024   | 12/31/2024 | No        |                                                                         |                                |
| Holiday Schedule and Leave                               | Human Resources; Finance & Business Affairs                       | Unknown                    | 3/31/2024   | 12/31/2024 | No        |                                                                         |                                |
| HR Policy Manual                                         | Human Resources                                                   | 3/26/2013                  | 3/31/2024   | 12/31/2024 | No        | 6/30/2024                                                               |                                |
| Instructional Technology/Online Course Enrollment/Access | Academic Affairs                                                  | Unknown                    | 3/31/2024   | 12/31/2024 | No        |                                                                         |                                |
| Integrity and Ethics                                     | Office of General Counsel; Human Resources                        | Unknown                    | 1/31/2024   | 12/31/2024 | No        |                                                                         |                                |
| Internal Audit Policy Manual                             | Internal Auditor                                                  | Unknown                    | 6/30/2024   | 12/31/2024 | Due Later |                                                                         |                                |
| International Students                                   | Unspecified                                                       | Unknown                    | 1/31/2024   | 12/31/2024 | No        |                                                                         |                                |
| IRB Guidelines                                           | Office of Research, Grants                                        | 9/1/2023                   | 12/31/2023  |            | Yes       |                                                                         | Unknown, not on policy webpage |
| IT Audit and Accountability                              | Finance & Business Affairs                                        | 12/18/2023                 | 12/31/2023  |            | Yes       |                                                                         | Yes                            |

|                                                       |                                                                     |            |             |            |           |                                                                         |     |
|-------------------------------------------------------|---------------------------------------------------------------------|------------|-------------|------------|-----------|-------------------------------------------------------------------------|-----|
| IT Password Policy                                    | Information Technology and Department of Finance & Business Affairs | 12/18/2023 | 12/31/2023  |            | Yes       |                                                                         | Yes |
| IT Security Policy                                    | Finance & Business Affairs                                          | 12/18/2023 | 12/31/2023  |            | Yes       |                                                                         | Yes |
| K-Book (Student Handbook)                             | Student Affairs                                                     | 7/1/2022   | 12/31/2023  |            | No        |                                                                         |     |
| Maintaining Students Records                          | Finance & Business Affairs                                          | Unknown    | 12/31/2024  |            | Due Later |                                                                         |     |
| Mission Statement                                     | Brand Identity/Marketing                                            | 12/18/2023 | 12/31/2023  |            | Yes       |                                                                         | Yes |
| Naming or Renaming Policy                             | Office of the President; Office of Institutional Advancement        | Unknown    | 12/31/2024  |            | Due Later |                                                                         |     |
| Nepotism Policy                                       | Human Resources; Board of Regents                                   | Unknown    | 12/31/2024  |            | Due Later |                                                                         |     |
| Non-Fraternization Policy                             | Office of General Counsel; Human Resources                          | Unknown    | 12/31/2024  |            | Due Later |                                                                         |     |
| Office of Internal Audit Policies & Procedures Manual | Internal Auditor                                                    | Unknown    | 12/31/2024  |            | Due Later |                                                                         |     |
| Online Learning Policy                                | Academic Affairs                                                    | Unknown    | 12/31/2023  | 12/31/2024 | No        |                                                                         |     |
| Open Records Policy                                   | Unspecified                                                         | 12/18/2023 | 12/31/2023  |            | Yes       |                                                                         | Yes |
| Outside Activities                                    | Finance & Business Affairs                                          | Unknown    | 12/31/2023  | 12/31/2024 | No        |                                                                         |     |
| Outside Employment and Activities Policy              | Human Resources                                                     | 12/18/2023 | No due date |            | Yes       | Policy added to the schedule by Moss Adams after approval by the Board. | Yes |
| Philanthropic Donations From Faculty and Staff        | Office of Institutional Advancement                                 | 6/20/2023  | 12/31/2023  |            | Yes       |                                                                         | Yes |

|                                                          |                                                          |            |             |            |                     |                                                                                                           |                                                     |
|----------------------------------------------------------|----------------------------------------------------------|------------|-------------|------------|---------------------|-----------------------------------------------------------------------------------------------------------|-----------------------------------------------------|
| Photo Release                                            | VP Nathalie Evans                                        | Unknown    | 1/30/2024   | 12/31/2024 | No                  |                                                                                                           |                                                     |
| Policy on Internal Endowment Agreements                  | Institutional Advancement and Finance & Business Affairs | 11/28/2023 | No due date |            | Yes, Interim policy | Policy added to the schedule by Moss Adams after approval by the Board. <b>Approved by board 11/28/23</b> | Does not include "Administrative Authority" section |
| Policy on Philanthropic Donations from Faculty and Staff | Institutional Advancement                                | 11/28/2023 | No due date |            | Yes                 | Policy added to the schedule by Moss Adams after approval by the Board.                                   | Yes                                                 |
| Policy on Policies                                       | Board of Regents; Office of General Counsel              | 2/16/2024  | 12/31/2024  |            | Yes                 |                                                                                                           | N/A                                                 |
| Policy on Policies Appendices                            | Board of Regents; Office of General Counsel              | 7/15/2022  | 12/31/2024  |            | Due Later           |                                                                                                           |                                                     |
| Readmission to the University                            | BREDS Office                                             | Unknown    | 12/31/2024  |            | Due Later           |                                                                                                           |                                                     |
| Returned Check Policy                                    | Finance & Business Affairs                               | 12/18/2023 | 12/31/2023  |            | Yes                 |                                                                                                           | Yes                                                 |
| Satisfactory Academic Progress                           | Finance & Business Affairs                               | Unknown    | 12/31/2023  | 12/31/2024 | No                  |                                                                                                           |                                                     |
| Shared Sick Leave Policy                                 | Human Resources                                          | Unknown    | 12/31/2024  |            | Due Later           |                                                                                                           |                                                     |
| Sick Leave Policy                                        | Human Resources                                          | 3/1/2021   | 12/31/2024  |            | Due Later           |                                                                                                           |                                                     |
| Space Management Policy                                  | President and Finance & Business Affairs                 | 11/28/2023 | No due date |            | Yes                 | Policy added to the schedule by Moss Adams after approval by the Board.                                   | Yes                                                 |
| Sponsored Programs                                       | Office of the President                                  | Unknown    | 1/31/2024   | 12/31/2024 | No                  |                                                                                                           |                                                     |
| Staff Senate Constitution                                | Unspecified                                              | 6/4/2020   | 3/31/2024   | 12/31/2024 | No                  |                                                                                                           |                                                     |
| Student Athlete Handbook                                 | Unspecified                                              | Unknown    | 1/31/2024   | 12/31/2024 | No                  |                                                                                                           |                                                     |
| Student Complaints                                       | Academic Affairs                                         | Unknown    | 1/31/2024   | 12/31/2024 | No                  |                                                                                                           |                                                     |
| Student Financial Aid Policy                             | Finance & Business Affairs                               | Unknown    | 12/31/2024  |            | Due Later           |                                                                                                           |                                                     |



|                                             |                                                                                                |              |             |            |           |                                                                         |     |
|---------------------------------------------|------------------------------------------------------------------------------------------------|--------------|-------------|------------|-----------|-------------------------------------------------------------------------|-----|
| Student Government Association Constitution | Unspecified                                                                                    | Unknown      | 3/31/2024   | 12/31/2024 | No        |                                                                         |     |
| Students in Research Policy                 | Academic Affairs                                                                               | 2012 or 2013 | 12/31/2024  |            | Due Later |                                                                         |     |
| Study Abroad Policy                         | Global Strategies and International Affairs, Academic Affairs & Student Affairs, and Registrar | 11/28/2023   | No due date |            | Yes       | Policy added to the schedule by Moss Adams after approval by the Board. | Yes |
| Support Services Animal Policy              | Student Affairs, Accessibility and Disability Resource Center, and General Counsel             | 11/28/2023   | 12/31/2023  |            | Yes       |                                                                         | Yes |
| Technology Complaints                       | Finance & Business Affairs                                                                     | 8/15/2023    | 10/31/2024  |            | Due Later |                                                                         |     |
| Telecommute Policy                          | Finance & Business Affairs                                                                     | Unknown      | N/A         |            | N/A       | Policy revoked by the Board.                                            |     |
| Temporary Telecommuting Policy              | Finance & Business Affairs                                                                     | Unknown      | N/A         |            | N/A       | Policy revoked by the Board.                                            |     |
| The Gold Book                               | Board of Regents; Office of General Counsel                                                    | 11/28/2023   | 12/31/2023  |            | Yes       |                                                                         | N/A |
| Title IV Policy                             | Finance & Business Affairs                                                                     | 12/5/2019    | 1/31/2024   | 12/31/2024 | No        |                                                                         |     |
| Title IX Policy                             | Office of General Counsel                                                                      | 9/3/2020     | 1/31/2024   | 12/31/2024 | No        |                                                                         |     |
| Trainings Policy                            | Finance & Business Affairs                                                                     | Unknown      | 12/31/2023  | 12/31/2024 | No        |                                                                         |     |
| Transcript Requests                         | Academic Affairs                                                                               | 12/18/2023   | 12/31/2023  |            | Yes       |                                                                         | Yes |
| Tuition Refund Policy                       | Office of the Bursar; Finance & Business Affairs                                               | Unknown      | 1/30/2024   | 12/31/2024 | No        |                                                                         |     |
| Tuition Waivers                             | Finance & Business Affairs                                                                     | Unknown      | 12/31/2024  |            | Due Later |                                                                         |     |

|                                                |                                                  |            |             |            |           |                                                                         |     |
|------------------------------------------------|--------------------------------------------------|------------|-------------|------------|-----------|-------------------------------------------------------------------------|-----|
| Undergraduate Catalogue                        | Unspecified                                      | Unknown    | 12/31/2024  |            | Due Later |                                                                         |     |
| University Equipment                           | Finance & Business Affairs                       | 2019       | 3/31/2024   | 12/31/2024 | No        |                                                                         |     |
| University Vehicles Policy                     | Finance & Business Affairs                       | Unknown    | 1/31/2024   | 12/31/2024 | No        |                                                                         |     |
| Use of University Internet for Faculty & Staff | Finance & Business Affairs                       | Unknown    | 12/31/2024  |            | Due Later |                                                                         |     |
| Use of University Internet for Students        | IT                                               | Unknown    | 12/31/2024  |            | Due Later |                                                                         |     |
| Vacation Policy                                | Unspecified                                      | 3/1/2021   | 1/31/2024   | 12/31/2024 | No        |                                                                         |     |
| Visiting Student Policy                        | Academics Affairs;<br>Finance & Business Affairs | 12/18/2023 | 12/31/2023  |            | Yes       |                                                                         | Yes |
| Zero Tolerance Policy                          | Student Affairs                                  | 11/28/2023 | No due date |            | Yes       | Policy added to the schedule by Moss Adams after approval by the Board. | Yes |



## Appendix C:

# The Baker Tilly Report





*As of June 3, 2025, Moss Adams LLP has merged with Baker Tilly.*

FINAL REPORT

# Council on Postsecondary Education

## KENTUCKY STATE UNIVERSITY MANAGEMENT IMPROVEMENT PLAN FINAL REVIEW

October 22, 2025

Baker Tilly Advisory Group, LP

# Table of Contents

|                                          |           |
|------------------------------------------|-----------|
| <b>I. Executive Summary</b>              | <b>1</b>  |
| A. Background, Scope, and Methodology    | 1         |
| B. Summary of MIP Progress Results       | 1         |
| C. Summary of Recommendation             | 2         |
| <b>II. Introduction</b>                  | <b>4</b>  |
| A. Background                            | 4         |
| B. Scope and Objectives                  | 5         |
| C. Methodology                           | 6         |
| <b>III. Results</b>                      | <b>8</b>  |
| A. Commendations                         | 8         |
| B. Key Themes                            | 8         |
| C. MIP Areas                             | 9         |
| <b>IV. Recommendations</b>               | <b>27</b> |
| <b>Appendix A: MIP Quarterly Report</b>  | <b>32</b> |
| Element 1: Policies and Procedures       | 32        |
| Element 2: Salary Ranges                 | 34        |
| Element 3: Board of Regents Training     | 38        |
| Element 4: Academic Programs             | 42        |
| Element 5: Finance                       | 47        |
| Element 6: Student Success               | 71        |
| Element 7: Student Academic Progress     | 74        |
| Element 8: Online Programs               | 75        |
| <b>Appendix B: Policy and Procedures</b> | <b>77</b> |

Baker Tilly Advisory Group, LP and Baker Tilly US, LLP, trading as Baker Tilly, operate under an alternative practice structure and are members of the global network of Baker Tilly International Ltd., the members of which are separate and independent legal entities. Baker Tilly US, LLP is a licensed CPA firm that provides assurance services to its clients. Baker Tilly Advisory Group, LP and its subsidiary entities provide tax and consulting services to their clients and are not licensed CPA firms.

# I. Executive Summary

## A. Background, Scope, and Methodology

Under House Bill 250 (HB 250), the Kentucky State Legislature (the State) directed Kentucky Council on Postsecondary Education (CPE) to develop and oversee a Management Improvement Plan (MIP) for Kentucky State University (KSU, the University) with specific objectives aimed at enhancing the organizational and financial stability of the University. This initiative was primarily undertaken to address KSU's financial challenges.

CPE engaged Baker Tilly Advisory Group, LP (Baker Tilly), formerly Moss Adams LLP, to monitor and report on KSU's progress toward completing the objectives identified in the MIP. The MIP included objectives in eight areas: policies and procedures, salary ranges, board training, academic programs, finance, student success, student academic progress, and online programs. This monitoring took place from March 2023 to September 2025. During this period, Baker Tilly reviewed MIP deliverables submitted by KSU and provided both monthly and quarterly reports from Q4 2023 through Q4 2025. The monthly reports covered 14 specific finance deliverables related to standard monthly procedures, including budget-to-actual reports and closing entry processes. The quarterly reports provided a comprehensive status update on all MIP objectives each quarter.

This final review evaluates KSU's overall progress in completing the MIP objectives and compliance with HB 250, as well as the effectiveness of the University's governance model and operational structure. To conduct this assessment, we reviewed previous quarterly and monthly reports, conducted interviews, and examined additional documentation. Based on the information gained during our monitoring and assessment period, we concluded on KSU's progress on the MIP and provided our recommendations.

## B. Summary of MIP Progress Results

KSU has demonstrated notable strengths, including stable presidential leadership in recent years, dedicated staff efforts amidst challenges, and a strong commitment to the University's mission. However, several critical themes emerged that impact progress, including frequent leadership turnover, accountability gaps, understaffing—particularly in the Finance department (Finance) and Human Resources department (HR)—complex planning amid competing priorities, and the need to improve internal systems and processes. Regulatory compliance demands place additional strain on staff capacity and operational focus.

Across the eight MIP areas, performance varies. In our evaluation of KSU's overall performance in implementing the MIP objectives and complying with HB 250, we assigned an overall status rating (excellent, good, developing, needs improvement, critical) based on three key factors: the extent to which MIP objectives have been implemented, the current level of risk, and the trajectory or trend of those risks. A summary of these ratings is included in the following table, and the detailed results are included in [Section III](#).

| MIP AREA                  | STATUS RATING |
|---------------------------|---------------|
| Policies and Procedures   | Developing    |
| Salary Ranges             | Developing    |
| Board of Regents Training | Good          |
| Academic Programs         | Good          |
| Finance                   | Critical      |
| Student Success           | Developing    |
| Student Academic Progress | Developing    |
| Online Programs           | Developing    |

## C. Summary of Recommendation

KSU has made some improvements in establishing sound internal controls related to the objectives in the MIP, such as updating some policies and procedures; completing a salary band study to assess compensation; providing various trainings and restructuring the Board of Regents (the Board) to support trustees in providing guidance to KSU; evaluating different aspects of student services, from the structure of the department to updating student programs; and launching online programs.

However, substantial progress, particularly in the financial functions, is still needed to ensure the University can continue operating and serving students. At the start of the MIP, KSU's financial functions had significant challenges, with full restoration of effective internal controls likely requiring a period of more than three years. Many foundational financial MIP objectives such as completing month-end procedures, completing the Business Procedures Manual, and completing timely financial audits have not been done. Given these results, we found KSU requires continued oversight of financial functions. Though several of the other MIP areas require improvement, our recommendation is focused on finance given its foundational importance to overall operations and the significant need for improvement in this area.

We recommend CPE consider the following four potential options that provide varying levels of oversight. All options are aimed at ensuring accountability, transparency, and appropriate use of resources. Further details for the recommendation and each option, including benefits and risks of each, can be found in [Section IV](#).

1. **Continue CPE Monitoring:** Maintain ongoing oversight focused on financial objectives, including month-end procedures and internal controls, with regular and ongoing reviews of operations to ensure progress and accountability over the next two to three years. This approach recognizes that continued oversight is necessary to provide KSU with additional time and support to build stronger financial management and accountability.
2. **Develop a Financial Sustainability Plan:** Shift focus from detailed operational monitoring to establishing clear financial thresholds and strategic milestones that define KSU's long-term fiscal health, with periodic independent verification of financial viability but less direct oversight of daily



financial processes. The purpose of this approach is to provide a clear framework for financial stability while allowing KSU autonomy in managing its operations.

3. **Transition to eMARS:** Replace KSU's current financial system (Banner) with the State's eMARS system to address operational challenges, strengthen internal controls, and improve access to skilled financial personnel familiar with the State system, representing a fundamental change in financial infrastructure and processes. This option is intended to modernize and standardize financial operations to reduce risk and improve efficiency.
4. **Transition to eMARS with State Management of the Business Office:** Combine the eMARS system conversion with direct State management of KSU's financial operations to provide comprehensive financial oversight and control, enabling University leadership to focus on academic priorities while the State ensures financial integrity. This option seeks to stabilize financial operations through centralized management and oversight, ensuring compliance and sustainability.

Selecting the appropriate level of oversight and support is critical to ensuring KSU's financial stability and long-term success. Each of the recommended options offers a distinct approach to addressing current challenges while promoting accountability, transparency, and effective use of resources. Continued collaboration among the University, CPE, and the State will be essential to achieving sustainable improvements and securing a stable future for KSU.



## II. Introduction

### A. Background

CPE is a coordinating board overseeing colleges and universities in the State. As a higher education coordinating board, CPE facilitates a positive return on investment of public funds supporting higher education by monitoring academic quality, affordability, and student success through policy and accountability measures.

KSU, established in 1886, is a public, historically black land-grant university located in Frankfort, Kentucky. The University offers a range of undergraduate and graduate programs across various disciplines with a mission to provide transformative educational experiences to prepare graduates for making meaningful contributions to society.

CPE, under the direction of the State and HB 250, developed the MIP for KSU. The MIP was adopted in November 2022, with monthly and quarterly reports monitoring KSU's progress toward achieving the plan's objectives. The plan was designed to assist with organizational and financial stability and includes the following elements:

| ELEMENT # | CATEGORY                  | DESCRIPTION                                                                                                                         |
|-----------|---------------------------|-------------------------------------------------------------------------------------------------------------------------------------|
| Element 1 | Policies and Procedures   | A comprehensive cataloging and review of KSU policies and procedures to ensure efficiency and compliance with State and federal law |
| Element 2 | Salary Ranges             | Guidelines for salary ranges and benefits for all faculty, staff, and administrators                                                |
| Element 3 | Board of Regents Training | Mandatory Board member training and development, including financial oversight and effective committee structure                    |
| Element 4 | Academic Programs         | Academic program offerings, course offerings, and faculty productivity guidelines                                                   |
| Element 5 | Finance                   | Accounting and fiscal reporting systems, collections, budget, and internal controls over expenditures and financial reporting       |
| Element 6 | Student Success           | Student success and enrollment management strategies                                                                                |
| Element 7 | Student Academic Progress | Student academic progress and results                                                                                               |
| Element 8 | Online Programs           | Development of online curricula with the intent of offering bachelor's and master's degrees                                         |

## B. Scope and Objectives

CPE engaged Baker Tilly to monitor and report on KSU's progress toward completing the MIP objectives set by CPE and other requirements of HB 250. This included:

1. Tracking KSU's progress toward completing objectives, producing related deliverables, and achieving targets in related metrics
2. Developing methods in coordination with CPE to measure and evaluate the University's performance
3. Evaluating and reporting on the overall performance of the University in the eight areas identified in HB 250
4. Evaluating the governance model of the University
5. Tracking the University's overall compliance with HB 250
6. Working with CPE to produce a final report that includes a three-year performance analysis of KSU's progress toward completing MIP objectives, including recommendations on the University's governance and operational structure

We provided both monthly and quarterly reports from Q4 2023 through Q4 2025 to CPE. We also reported on monthly progress of finance objectives in September 2023 through August 2025. [Appendix A](#) includes the final status of MIP objectives as of Q4 2025, our last quarterly report. This report primarily addresses item 6 and includes a comprehensive evaluation of KSU's progress over the monitoring period, an assessment of the effectiveness of the University's governance and operational structures, and a consolidated recommendation to guide future oversight and improvement efforts.

## C. Methodology

We conducted this final review between July 2025 and October 2025 in four phases, detailed below.

| PHASE |                                          | DESCRIPTION                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|-------|------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1     | <b>Project Initiation and Management</b> | This phase concentrated on comprehensive planning and project management, including identifying employees to interview and documents to review, communicating results, and providing regular updates on project status.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| 2     | <b>Fact-Finding</b>                      | <p>This phase included interviews, document review, and peer benchmarking.</p> <ul style="list-style-type: none"> <li>• <b>Interviews:</b> We conducted interviews with KSU leadership, Board of Regents members, CPE staff, and key external partners such as consultants who have assisted KSU with MIP objectives. The purpose of the interviews was to gain insights into the current operational environment, strengths, and opportunities for improvement related to the MIP objectives.</li> <li>• <b>Document Review:</b> We reviewed a variety of documents, data, and information, including policies, procedures, Board meeting minutes, and past reports related to the MIP.</li> <li>• <b>Industry Best Practice:</b> We conducted research into relevant industry standards and best practices.</li> </ul> |
| 3     | <b>Analysis</b>                          | Based on the information gained during our fact-finding phase, combined with the results of the monthly and quarterly monitoring we have conducted since 2023, as well as the consolidated research on relevant industry standards and best practices, we assessed KSU's progress toward implementing each MIP element. For each element, we considered the implementation of MIP objectives, the current level of risk, and the risk trajectory. Based on this assessment, we assigned an overall performance rating for each MIP element and developed suggested risk mitigation strategies. More detail on our performance rating methodology is below. We also developed our overall recommendation on KSU's governance model and operating structure moving forward based on our assessment results.                |
| 4     | <b>Reporting</b>                         | We communicated the results of our analysis presented first in a draft report that was reviewed with CPE and KSU management to confirm the practicality and relevance of our recommendation before finalizing the report.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |

## PERFORMANCE RATING FRAMEWORK

We assessed KSU's progress toward achieving each element by considering the implementation of MIP objectives, the current level of risk, and the risk trajectory. Based on these results, we assigned each MIP element an overall performance rating. The following table describes our approach in more detail.

|                                                                                                                     |                                                                                                                                                                                                                                  |                                                                                                                                                                                                |
|---------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>OVERALL PERFORMANCE RATING</p>                                                                                   | <p>Provides a high-level evaluation of overall effectiveness and risk exposure in the element area, guiding prioritization of oversight and support.</p>                                                                         | <ul style="list-style-type: none"> <li>• Excellent</li> <li>• Good</li> <li>• Developing</li> <li>• Needs Improvement</li> <li>• Critical</li> </ul>                                           |
| <p>MIP IMPLEMENTATION STATUS</p>   | <p>Indicates the extent to which MIP objectives have been completed, ranging from no action to full integration into routine operations. This status reflects the practical progress made in adopting required improvements.</p> | <ul style="list-style-type: none"> <li>• Embedded</li> <li>• Fully Implemented</li> <li>• Substantially Complete</li> <li>• In Progress</li> <li>• Initiated</li> <li>• Not Started</li> </ul> |
| <p>CURRENT RISK LEVEL</p>          | <p>Assesses the severity of risks associated with each MIP element based on current conditions, including financial, operational, and compliance factors. It indicates the urgency for corrective action.</p>                    | <ul style="list-style-type: none"> <li>• Low</li> <li>• Low to Moderate</li> <li>• Moderate</li> <li>• Moderate to High</li> <li>• High</li> </ul>                                             |
| <p>RISK TRAJECTORY</p>            | <p>Describes the direction of risk levels over time, showing whether risks are increasing, decreasing, or stable, which helps anticipate future challenges or improvements.</p>                                                  | <ul style="list-style-type: none"> <li>• Decreasing – High</li> <li>• Decreasing – Low</li> <li>• Flat</li> <li>• Increasing – Low</li> <li>• Increasing – High</li> </ul>                     |
| <p>PRIORITY RECOMMENDATIONS</p>  | <p>Identifies key strategies to reduce risk and improve performance, tailored to the current risk level and trajectory of each MIP element.</p>                                                                                  | <p>Based on the current risk conditions.</p>                                                                                                                                                   |

## III. Results

### A. Commendations

Although the focus of this assessment was to monitor and report on KSU's progress toward completing the MIP objectives and meeting HB 250 requirements, we identified several strengths and positive practices that can support further improvement:

- **Increased Stability in Leadership:** Despite facing complex challenges, including major organizational changes and regulatory demands, KSU has maintained stable leadership with the current President over the past two years. This stability provides a strong foundation to advance progress on regulatory and improvement plans.
- **Dedicated Staff Effort:** University staff have shown considerable dedication and effort in meeting MIP objectives, even while managing increased regulatory requirements, low staffing levels, and ongoing organizational changes such as new leadership and shifting priorities.
- **Mission-Driven Commitment:** Throughout our engagement, KSU employees consistently demonstrated a strong commitment to the University's core mission and values, which is essential for fostering a supportive, student-centered environment.

We would like to thank CPE and University staff for their willingness to assist us in this assessment process.

### B. Key Themes

Throughout our review of the MIP and this engagement, we identified several major themes that are important to highlight in this report.

- **Leadership and Culture:** KSU has experienced several leadership changes in recent years and lacked a permanent President from July 2021 to July 2023. Leadership transitions often bring shifts in priorities and strategies. While such changes are not inherently negative, they can disrupt operations as new plans are introduced and staff turnover increases—a common occurrence during leadership transitions. Leadership plays a pivotal role in shaping organizational culture, influencing how staff perceive and respond to change. Because leadership sets the tone, values, and expectations, it directly affects the University's ability to navigate transitions smoothly. Although organizational culture naturally evolves, frequent leadership turnover makes managing change more difficult, especially when some staff resist new directions.
- **Accountability:** Overall accountability at KSU needs strengthening, especially in enforcing adherence to policies and procedures, particularly those that were recently established. While some policies have been developed, enforcement is inconsistent. Past leadership instability has contributed to challenges in holding staff accountable. Accountability is essential for transparency, driving performance, and building trust internally among staff and externally with stakeholders. Strengthening accountability mechanisms is critical to fostering a culture of responsibility and ensuring consistent compliance at all levels.

- **Staff Turnover:** KSU has faced frequent turnover in key roles, including the President, Chief Financial Officer (CFO), Controller, HR Director, Purchasing Manager, and other positions. This high turnover, combined with generally low staffing levels, has created significant challenges in maintaining institutional knowledge, continuity, and effective leadership. Such instability hinders the University's ability to establish and enforce consistent processes and internal controls, increasing operational inefficiencies and compliance risks.
- **Limited Capacity in Internal Services:** Several internal service areas, especially Finance and Financial Aid, suffer from challenges with staff capacity and turnover. Finance, in particular, has experienced frequent turnover with recent vacancies in the CFO, Controller, and Budget Director roles, alongside limited capacity in analyst roles. Such challenges limited Finance's ability to complete essential improvements to financial processes that affect every function of the University. Limited personnel resources also result in delays and errors in budgeting, procurement, and financial reporting; increase risks of regulatory noncompliance; and reduce the ability to respond to operational needs of the University.
- **Planning:** Effective planning is challenging amid significant change. KSU has experienced several leadership and organizational transitions, each introducing various initiatives aimed at University-wide improvements. This transitional environment creates complexity, especially given the University's competing priorities, including but not limited to addressing MIP and Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) requirements, improving financial processes, increasing enrollment, reducing employee turnover, and ensuring the safety of those on campus. While planning efforts exist, prioritization needs improvement to ensure the University's continued operation.
- **Processes and Systems:** Although achieving financial sustainability cannot depend solely on efficiencies, there are opportunities to improve the effectiveness of the University's internal systems and processes. Due largely to limited staff capacity and resource constraints, many processes have not been fully optimized, integrated, consolidated, or streamlined. This is particularly evident in areas such as Finance and HR, where essential processes rely on system implementations or optimizations. HR is in the process of switching payroll systems and there are several enhancements being made to improve financial reporting and budgeting. Some financial processes, such as updating the master list of budgeted positions, are manual processes. Without improved or integrated systems, manual procedures consume staff time and detract from other critical responsibilities.
- **Regulatory Requirements:** KSU must comply with a range of regulatory obligations from CPE, accreditation bodies, auditors, and others. While all are mandatory, meeting compliance requirements places considerable pressure on staff time and capacity. This often diverts resources away from other essential duties and priorities. Although regulatory demands are unlikely to decrease in the near future, it is important to recognize the significant impact these requirements have on staff workload, prioritization, and overall focus, which can impact operational effectiveness.

## C. MIP Areas

This section presents our evaluation of KSU's overall performance in implementing the MIP objectives and complying with HB 250. As described in the methodology, for each MIP area, we assigned an overall status rating that reflects three key performance factors: the extent of implementation of MIP objectives, the current level of risk, and the trajectory or trend of those risks.

## ELEMENT 1: POLICIES AND PROCEDURES

| OVERALL PERFORMANCE RATING: DEVELOPING  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                               |
|-----------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|
| <p><b>MIP Implementation Status</b></p> | <p><b>Current Risk Level</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | <p><b>Risk Trajectory</b></p> |
| <b>IN PROGRESS</b>                      | <b>MODERATE</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <b>DECREASING – LOW</b>       |
| <p><b>Priority Recommendations</b></p>  | <ul style="list-style-type: none"> <li>Continue efforts to update high-priority policies such as the Business Procedures Manual to provide a foundation for strong controls and adherence to rules and regulations.</li> <li>Continue developing SOPs University-wide to ensure processes are documented in each University function to support staff adherence to policies and procedures.</li> <li>Ensure policies are appropriately enforced through leadership support, training, and consequences to promote accountability and compliance.</li> <li>Continue training staff on new policies to promote awareness and understanding of established policies.</li> </ul> |                               |

- Element 1, Policies and Procedures, focuses on establishing and maintaining a comprehensive framework to enhance the University's policy environment. This includes ensuring compliance with the Policy on Policies, creating a centralized and accessible policy bank on the website, and conducting reviews and updates of all policies and procedures. These measures were designed to enhance operational efficiency and ensure compliance with relevant State and federal regulations.
- Policies and procedures play a critical role in providing the guidance required to ensure all functions operate efficiently, effectively, safely, and consistently across the University. A policy establishes what should be done, and procedures affect the policy. Policies and procedures also play an important role in protecting against the loss of institutional knowledge to support a stable and sustainable operations. Keeping policies and procedures up to date is an essential part of overall risk management and operational efficiency.
- KSU has made substantial progress on several MIP objectives related to policies and procedures, fully implementing eight of 11 objectives, and partially implementing the other three. KSU updated many policies to ensure they comply with the Policy on Policies, which outlines how policies and procedures should be developed or revised and provides a framework for consistent development. Progress on updating all policies continues.
- Overall, more than 200 policies were fully approved and 20 more were approved on an interim basis and are pending Board approval. Of these policies, 166 (70%) were most recently approved in August, September, or October 2025. There are at least six policies identified that have not been fully updated. This includes one high-priority item (i.e., policies that are specifically called out in the MIP), the Business Procedures Manual. Regularly updating these policies is essential for the University to maintain compliance, address changes in the environment, and support effective governance and operational excellence.
- KSU has made progress in updating or developing a standard operating procedures (SOPs) manual for each area and progress on updating all SOPs continues. Documented SOPs and process documents are important for promoting consistent application of policies, ensuring compliance, facilitating training, and maintaining institutional knowledge for specific processes.

- Though some policies and procedures are in place, staff reported adherence to policies is not always followed. This lack of accountability (see [Key Themes](#)) is a challenge throughout the University, including in policies and procedures adherence. Without consistent accountability and proactive enforcement, individuals may perceive that compliance is optional, undermining the effectiveness of established policies and potentially exposing the University to operational inefficiencies, legal liabilities, and reputational damage.
- All KSU policies are posted to a central location on KSU's website. This provides access and transparency for all employees and students so they can follow KSU policies and regulations.

## ELEMENT 2: SALARY RANGES

| OVERALL PERFORMANCE RATING: DEVELOPING |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                     |
|----------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|
| <br>MIP Implementation Status          | <br>Current Risk Level                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | <br>Risk Trajectory |
| IN PROGRESS                            | MODERATE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | INCREASING – LOW    |
| <br>Priority Recommendations           | <ul style="list-style-type: none"> <li>• Establish and implement a consistent process for regular review of the master position list.</li> <li>• In the absence of additional staff, identify processes that can be automated to increase HR staff capacity and better support the various needs of the department.</li> <li>• Prioritize efforts to hire a Payroll Manager and to ensure strong segregation of duties for payroll processes, potentially by relocating the function to Finance.</li> <li>• Prioritize effective implementation of the payroll module in Banner by ensuring adequate staffing to support implementation and thoroughly document updated processes to ensure all staff are aware of process impacts.</li> <li>• Refine the recruitment and onboarding processes that are coordinated through the University and identify where processes may be automated to increase capacity and reduce data entry errors in the process.</li> </ul> |                     |

- Element 2, Salary Ranges, relates to the need for guidelines around salary ranges and benefits for all faculty, staff, and administrators. This involves competitive and transparent compensation structures, reviewing positions for need, updating organizational charts, and revising related University guidelines.
- Many salary range MIP objectives have been implemented (10 out of 12); however, important objectives remain unaddressed. KSU has not finalized its process for keeping its master position list up to date; KSU adopted an interim policy on September 26, 2025. A master position list is a detailed inventory of all authorized University positions and is essential for effective workforce planning, budget management, and organizational alignment. Due to the lack of consistent updates and oversight, the University overbudgeted positions for fiscal year (FY) 2026. This means KSU authorized more staff than it could fund, leading to budget shortfalls and strained financial resources. Regularly updating and reviewing the master position list is a critical control to accurately manage staffing levels, control labor costs, and align personnel resources with strategic priorities.



- HR has experienced several staffing changes in recent years. The recent appointment of a new HR Director in late 2024 has brought stability, enabling the team to advance MIP objectives and improve overall HR processes. However, as of July 2025, several positions were vacant including an HR Generalist, Talent Acquisition Specialist, Training and Development Engagement Coordinator, and Payroll Manager. As a result, the team may have limited capacity to effectively implement policies, deliver training, update templates and guidelines, and complete routine HR tasks.
- Payroll functions are managed within HR at KSU. Under the current arrangement at KSU, the vacancy of the Payroll Manager position has resulted in a lack of segregation of duties, as the HR Director and other HR staff are performing payroll tasks that should be separated. Often, payroll is housed under Finance to ensure strong internal controls and proper segregation of duties.
- HR is currently transitioning the payroll system from ADP to Banner, the University's financial system. The implementation is expected to be completed by January 2026. Since payroll is a critical process that requires accuracy and reliability, it is essential that the system implementation is managed and executed effectively to mitigate related risks.
- The HR team has updated numerous policies and implemented additional staff training programs over the last three years to strengthen accountability and improve employees' understanding of University policies. However, there are several HR policies required by the MIP that are not in place, including the salary modification policy and salary and benefit guidelines.
- Some employees reported that compensation remains a challenge, with staff pay levels not aligned with the market. While HR and leadership have developed plans to address compression issues, limited resources currently constrain the ability to implement substantial changes in the near term.
- Staff reported challenges with recruitment and onboarding, noting that these processes are not always consistent and effective. Some staff reported the recruitment process can be slow and the onboarding process is not comprehensive. Incomplete or inconsistent recruitment and onboarding can hinder HR operations by causing delays in filling critical positions, reducing new employee engagement, and increasing turnover risk. This, in turn, can impact the University's ability to maintain a skilled and motivated workforce, ultimately affecting overall institutional performance and student support.

### ELEMENT 3: BOARD OF REGENTS TRAINING

| OVERALL PERFORMANCE RATING: GOOD        |                                                                                                                                                                                                                                                                                                                                           |                               |
|-----------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|
| <p><b>MIP Implementation Status</b></p> | <p><b>Current Risk Level</b></p>                                                                                                                                                                                                                                                                                                          | <p><b>Risk Trajectory</b></p> |
| <b>FULLY IMPLEMENTED</b>                | <b>LOW TO MODERATE</b>                                                                                                                                                                                                                                                                                                                    | <b>INCREASING – LOW</b>       |
| <p><b>Priority Recommendations</b></p>  | <ul style="list-style-type: none"> <li>• Continue efforts to ensure regular and proactive communication between the Board and University management on critical issues.</li> <li>• Develop a process to update the Board of Regent Resolution webpage within 30 days of Board meetings to ensure decisions are updated timely.</li> </ul> |                               |

- Element 3, Board of Regents Training, relates to the need for mandatory Board member training and development, including financial oversight and effective committee structure. KSU's Board of

Regents is the University's governing body that consists of 10 members. In 2022, the Board was reconstituted, and new regents were appointed and elected.

- There are opportunities to continue to strengthen communication between the Board and University leadership. Improving regular communication will help ensure the Board stays well-informed about important developments and can effectively support the University's mission. Building consistent dialogue fosters trust, collaboration, and better decision-making.
- KSU developed a webpage for posting and tracking Board resolutions and orders and included all prior Board activities starting in 2022. However, this webpage requires regular upkeep to ensure it is updated promptly after Board meetings. The resolutions approved at the June 2025 Board Meeting had not been updated on the webpage as of August 2025. Staff reported a recent website redesign that has since been completed caused these delays. Keeping this webpage current is important for transparency and accountability of Board decisions.
- Effective management of Board relations depends on well-established processes for tasks such as agenda preparation, webpage updates, and information flow. Currently, these processes are still in development, which creates risks of delays or gaps in communication and documentation related to Board activities. The absence of clear, documented processes can worsen these challenges by disrupting continuity and consistency. Strengthening the underlying processes and ensuring stable role coverage are both critical to supporting the Board's ability to provide effective oversight.
- KSU has completed all MIP objectives related to Board training including participation in the Association of Governing Bodies training on Foundational Aspects of Trusteeship, participation in the Governing Board Equity in Student Success project, CPE facilitated training on the history of the University, onboarding of new Board members, and training on financial oversight. Additionally, the Board established a Board Training Policy that sets mandatory training and professional development requirements for the Board. These efforts enhance the Board of Regents' knowledge and effectiveness as trustees, strengthening their ability to provide informed oversight and guide KSU strategically. Improved governance supports better decision-making and accountability, ultimately benefiting the University's overall performance and long-term success.
- The Board reviewed the committee structure and responsibility of all committees, an important task to ensure the Board's oversight is organized, focused, and effective. Through this review, the Board created two new committees, including the Finance and Audit Committee and the Investment and Advancement Committee, which were later combined to form the Finance and Advancement Committee. Such committees are important to provide specialized oversight of critical areas such as financial management, auditing, and fundraising, which strengthens governance, accountability, and supports the University's strategic and financial goals.
- The Board also examined KSU's philanthropy strategy and structure by commissioning an external review. This review provided recommendations on KSU's fundraising capacity, advancement systems, and long-term readiness for increased philanthropic activities, including gifts.

## ELEMENT 4: ACADEMIC PROGRAMS

| OVERALL PERFORMANCE RATING: GOOD        |                                                                                                                                                                                                                                                                                                                                                                                   |                               |
|-----------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|
| <p><b>MIP Implementation Status</b></p> | <p><b>Current Risk Level</b></p>                                                                                                                                                                                                                                                                                                                                                  | <p><b>Risk Trajectory</b></p> |
| <b>IN PROGRESS</b>                      | <b>LOW TO MODERATE</b>                                                                                                                                                                                                                                                                                                                                                            | <b>DECREASING – LOW</b>       |
| <p><b>Priority Recommendations</b></p>  | <ul style="list-style-type: none"> <li>Formally document processes for academic program review, assessment, and curriculum management to promote academic quality and cost-effectiveness.</li> <li>Complete and institutionalize the process for determining appropriate class sizes, approval processes, and pay structures for faculty overload and adjunct faculty.</li> </ul> |                               |

- Element 4, Academic Programs, relates to the need for high-quality and cost-effective academic program and course offerings, as well as faculty productivity guidelines. These measures aim to ensure program quality, optimize resource allocation, and support faculty effectiveness.
- KSU has made progress in academics, including evaluating its current academic programs with support from a third party, analyzing the cost benefit of dual credit programs, assessing low-performing programs, and exploring potential new program offerings. KSU also facilitated a curriculum complexity discussion to streamline source offerings and programs. Based on these initiatives, KSU updated program offerings to best fit the University's needs.
- KSU also evaluated programs for student learning outcomes and aligned course offerings with CPE's Kentucky Graduate Profile and evaluated courses for maximum efficiency with student needs to better support student academic progress.
- Though most academic program MIP objectives were implemented (17 objectives out of 18), several have not been institutionalized with formal, ongoing processes, such as those for academic program review, assessment, and curriculum management. Without established procedures to regularly evaluate program viability, streamline course offerings, assess student outcomes, and align with market demand, these improvements risk being temporary rather than sustained. Institutionalizing these processes is essential to ensure continuous improvement, informed decision-making, and alignment with the University's mission and student success goals.
- In 2023, SACSCOC, the University's accreditor, placed the University on warning as a result of poor governance, financial management, policies, and resource management. In 2024, KSU addressed 11 of the 16 conditions including those around governance, academic staffing, policy development, and security of student data. The remaining five conditions all relate to financial operations and controls (see [Element 5: Finance](#)). Addressing the nonfinancial conditions shows progress in addressing the accreditation requirements.
- The one MIP objective that has not been completed related to Academic Programs is to determine the appropriate class sizes, approval processes, and pay structures for faculty overload and adjunct faculty in conjunction with the salary band study conducted. Staff updated a plan that includes the determinations for appropriate class sizes, approval processes, and pay structures. However, these determinations have not been updated in an approved policy.

- KSU developed several Governmental Relations degree programs including an undergraduate degree in Public Policy and Government Relations that will be offered online and is currently going through the approval process with CPE and SACSCOC.

## ELEMENT 5: FINANCE

| OVERALL PERFORMANCE RATING: CRITICAL                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                        |                     |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|---------------------|
| <br>MIP Implementation Status                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <br>Current Risk Level | <br>Risk Trajectory |
| IN PROGRESS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | HIGH                   | INCREASING – HIGH   |
| <div> <br/>Priority Recommendations </div> <ul style="list-style-type: none"> <li>• Prioritize effective financial management by completing remaining MIP objectives related to financial processes, including monthly close procedures and month-end checklist items, to ensure accurate and timely financial reporting and budgeting, and improve overall accountability across the University.</li> <li>• Build and strengthen the Finance team by filling vacant positions with qualified staff and evaluating the need for additional staff support (both permanent and temporary) to effectively sustain operations on an ongoing basis and to complete critical projects such as revising the Business Procedures Manual.</li> <li>• Provide accurate and timely financial statements and budget to actual reports to maintain financial accountability and support effective resource allocation and decision-making.</li> <li>• Complete revisions to the Business Procedures Manual and educate staff on expected processes to enforce adoption of financial and procurement procedures.</li> <li>• Ensure all purchases comply with policies and procedures, requiring prior approval to guarantee that expenditures are appropriate and align with the University's best interests.</li> <li>• Continue efforts to improve collaboration between the Bursar's Office and Finance, which includes addressing inaccuracies in student accounts receivable reports and continuing the Banner optimizations to reduce manual processes and enhance operational efficiency.</li> <li>• Implement formalized processes for asset management and contract reviews by establishing asset tagging procedures upon receipt and regularly reviewing University contracts to optimize resources and safeguard assets.</li> <li>• Strengthen institutional risk management by designating a dedicated audit liaison for the internal auditor, establishing enterprise risk program policies, and maintaining an internal audit function.</li> <li>• Prioritize proactive campus facility management and safety by implementing comprehensive maintenance programs, enhancing campus safety measures, and adopting space planning and management systems to support effective use of University facilities.</li> </ul> |                        |                     |

- Element 5, Finance, relates to the need for accounting and fiscal reporting systems, collections, budgeting, and internal controls over expenditures and financial reporting. The intention behind this section was to correct long-standing issues in accounting processes and financial reporting at KSU and to improve financial and budgetary controls.

## Finance Overview

- KSU lacks effective financial management, which stems from insufficient structure, staffing, internal controls, processes, and systems. This has contributed to financial instability at the University. This instability is a primary reason KSU remains under consistent regulatory monitoring. Accurate financial reporting is critical for the University to make informed decisions, maintain transparency and accountability, comply with regulatory requirements, and restore stakeholder confidence in its financial health.
- KSU still has many MIP objectives to complete. Only 38 of the 55 (69%) finance objectives were complete and many of the remaining objectives are high priority or routine items, such as the monthly finance objectives, which relate to processes like reconciliations.
- Finance has consistently struggled to complete the monthly finance objectives. These objectives are routine in nature—items that should be completed each month and not require significant additional time or effort. However, none of these objectives were consistently implemented over the last three years. Staff reported that limited capacity and experience have prohibited substantial progress in these objectives. Additionally, system errors and integration issues have also caused challenges with monthly reporting of outstanding student balances.
- As discussed under [Element 4: Academic Programs](#), the remaining five SACSCOC warning conditions all relate to financial operations and controls. However, KSU's challenges with staffing and processes (see below) inhibit the University's ability to address these conditions and resolve the issued warning. If KSU is not able to address these issues, the University will be at risk of losing accreditation. This can impact students' financial aid, transfer credits, and job or graduate school eligibility, and has significant impacts on the future of the University.

## Staffing

- In August 2025, Finance had four staff, which included a Controller serving as interim CFO, an interim Assistant Controller, a Senior Accountant, and one additional accountant. Key leadership positions, including the CFO and Budget Director were vacant, but were filled in September 2025. High turnover and staffing shortages have resulted in overworked employees and ongoing challenges in recruiting and retaining experienced, qualified finance professionals in the area. Staffing challenges continue to limit the department's capacity to effectively manage financial operations. This instability increases the risk of delays in financial reporting and budgeting, weakened internal controls, and compliance issues, posing a significant threat to the University's financial stability and operational effectiveness.
- In addition to challenges with staff turnover and staffing levels, some Finance staff lack the experience necessary to work independently, which is critical in the current environment where capacity for consistent oversight and review are limited. Additionally, the absence of a completed Business Procedures Manual clearly outlining all standardized processes for staff to follow further impacts staff competence, hindering Finance's ability to efficiently complete all tasks, identify and correct errors, and update processes effectively.
- Over the past few years, Finance was supported by Your Part Time Controller (YPTC), which assisted with reconciling bank accounts, revising the chart of accounts, audit support, updating the Business Procedures Manual, and providing guidance to staff on various processes. However, KSU did not renew its contract with YPTC and no longer receives this external support for routine activities or for completing the Business Procedures Manual, which remains unfinished. Given existing staff capacity and experience limitations, the absence of this support is likely to hinder Finance's ability to complete all required activities accurately and in a timely manner. This increases the risk of financial errors, delayed reporting, weakened internal controls,

and noncompliance with regulatory requirements, ultimately impacting the University's financial stability and accountability.

- KSU has experienced challenges with completing processes that require collaboration between the Bursar's Office and Finance, particularly in areas such as reporting outstanding student funds and resolving system issues related to these reports. The relationship between the Bursar's Office and Finance is critical for accurate financial management, timely reconciliation of student accounts, and effective resolution of billing discrepancies. Recently, the Bursar's Office was moved from Finance to Student Affairs, which staff reported has improved collaboration.
- Implementing changes is challenging within a culture accustomed to the status quo. Coupled with limited staff capacity, Finance struggles to consistently hold individuals across campus accountable for adhering to financial rules and regulations, such as purchasing requirements. This resistance to change and lack of enforcement increases the risk of noncompliance, financial mismanagement, and inaccuracies in financial records. Without a shift toward a culture of accountability and strengthened oversight, the University may face regulatory penalties, diminished stakeholder confidence, and compromised fiscal integrity.

## Processes

- While Finance has drafted a Business Procedures Manual and made progress on updating the manual, the document currently lacks certain policies and detailed procedures that clearly outline how specific processes should be conducted. The lack of documented financial policies and procedures creates uncertainty and inconsistency in financial operations, increasing the risk of errors, noncompliance, and mismanagement of University resources. This issue is particularly critical in an environment with few staff, high turnover rates, and less experienced staff.
- Several financial procedures lack consistency, with staff performing tasks such as reconciliations independently and without standardized guidelines. This results in inefficiencies, increased risk of errors, and potential discrepancies in financial reporting. Developing and implementing comprehensive financial policies is essential to establish uniform practices and ensure accuracy and accountability.
- A month-end checklist has been developed to provide guidance and accountability for financial closing processes. The month-end checklist is a standard document for finance departments to ensure all month-end tasks are completed. However, not all items on the checklist are completed consistently each month, as some staff require additional training, guidance, or access to necessary reports to fulfill their responsibilities. Adhering to the month-end checklist is critical for ensuring accuracy, completeness, and timeliness of financial reporting.
- Student accounts receivable and billing continue to present challenges, with a significant portion of old outstanding student debt remaining unresolved. Staff reported that this debt stems from previous processes that resulted in errors in account write-offs. Efforts are currently underway to address these issues to ensure student balances and write-offs are accurate.
- Staff reported that they reviewed University contracts for need; however, the process is not yet fully institutionalized as a routine process. Some staff reported that there are opportunities for potential cost-savings, these have not been fully explored or systematically pursued, and savings are often addressed reactively rather than through a strategic, comprehensive approach. Establishing a standardized and consistent contract review process is important to ensure compliance with legal and regulatory requirements, protect the University's interests, and support strategic resource management of vendors and contracted University needs.



## Systems

- Finance uses Banner as the finance system, ADP software for payroll, and Salesforce as the customer relationship management system for admissions. However, none of these systems are integrated, requiring manual processes such as data entry to transfer information between platforms. This lack of integration increases the risk of data entry errors, inefficiencies, and delays in processing critical financial, payroll, and student information. Additionally, manual processes can lead to inconsistent data, reduced accuracy in reporting, and increased staff workload, which collectively hinder timely decision-making and may compromise the University's overall operational effectiveness and financial management.
- KSU is currently undergoing a Banner optimization process to enhance the integration of HR and payroll functions, as well as to improve financial reporting, budgeting, and salary planning. However, these optimizations have been delayed by at least a year, partly due to staff turnover affecting the capacity to support this work. These delays hinder the University's ability to achieve aligned and efficient systems.
- There is limited training offered for key systems, which may contribute to inefficiencies and errors due to insufficient user knowledge. This lack of training increases the risk of data entry mistakes, inconsistent application of processes, and underutilization of system capabilities. Consequently, these issues can lead to operational delays, inaccurate reporting, and reduced overall productivity, ultimately affecting the University's ability to manage resources effectively and make informed decisions. Implementing comprehensive training programs is essential to mitigate these risks and enhance system efficiency.

## Procurement

- The Procurement team has experienced turnover in the Travel Coordinator positions and the Director of Procurement role. Currently, the procurement team has only two staff members, down four positions listed on the organizational chart. Staff indicated ongoing challenges in recruiting and hiring qualified procurement personnel, which has contributed to this turnover. With limited staffing, the department faces difficulties in conducting additional training or performing analyses—such as reviewing purchases made without purchase orders to identify trends and develop solutions to reduce the number of these purchases. This understaffing increases the risk of noncompliance with procurement policies, missed opportunities for cost savings, and potential inefficiencies or errors in purchasing processes.
- Turnover in the Director of Procurement position combined with a culture resistant to change at the University has hindered Procurement's ability to enforce accountability and ensure compliance with established processes. Currently, there is no effective mechanism to prevent individuals who violate procurement rules from making unauthorized purchases. This challenge is compounded by the absence of formalized purchasing procedures that should clearly outline required protocols for staff. As a result, KSU faces increased risks of unauthorized spending, financial mismanagement, weakened internal controls, and potential noncompliance with regulatory requirements.
- The Business Procedures Manual includes a purchasing section with policies and procedures; however, these procedures have not been fully formalized, as the manual remains incomplete. This gap can lead to confusion among staff regarding the procurement process, increasing the likelihood that required steps are unintentionally or intentionally bypassed. Staff have reported improvements in purchasing practices over the last year due to more detailed procedures, recent leadership enforcement, and increased training efforts. However, noncompliance persists with reported continuation of purchases made outside established protocols. This situation poses risks including unauthorized spending, weakened internal controls, potential financial mismanagement,

and challenges in maintaining transparency and accountability within the procurement function when purchases are done outside the established process.

- Staff reported a recent increase in purchases made without a purchase order, attributed to delays in the budget process during the 2025-2026 academic year. This situation raises concerns that some purchases may not comply with established policies or requirements, increasing the risk of unauthorized spending, lack of proper documentation, and reduced oversight. Such noncompliance can lead to financial discrepancies and audit findings, ultimately undermining the University's financial controls and accountability.
- Per the procurement policies, all purchases exceeding \$5,000 require approval from the President and CPE, with all education and general purchases needing the President's approval. While these requirements are intended to ensure oversight and accountability, they can significantly slow the purchasing process for most transactions. Additionally, staff reported that though Docusign is in place, internal approvals are often done via email, which can create challenges in tracking and managing timely responses, leading to potential delays and inefficiencies. These factors increase the risk of operational bottlenecks and hinder KSU's ability to respond quickly to procurement needs.
- Staff reported that several manual and paper-based processes continue to slow operations and increase the risk of missed or lost forms. One of these lengthy processes is the travel reimbursement process, which staff report can be delayed for six or more months. Staff recently implemented Chrome River travel and expense management software, which integrates with Banner. Additionally, the recent adoption of Docusign for travel request approvals has improved the efficiency and documentation of the approval process. With the ongoing work to optimize Banner, including integration with Chrome River, expense management is expected to become more streamlined, reducing the need for manual data entry of expense transactions into the financial system. Despite these improvements, reliance on manual processes in other areas still poses risks of delays, errors, and reduced accountability, potentially impacting staff satisfaction and financial controls.

### Internal Audit Function

- KSU engaged a contracted internal auditor who completed a risk assessment in 2025, which informed the 2025-2026 internal audit plan. This plan includes follow-up and control testing related to financial aid, procurement, payroll, vendor management, fixed assets, the Office of Research and Innovation, the Bursar's Office, and IT. Additionally, the internal auditor proposed three internal audits focusing on the financial close process, accounts receivable, and inventory. While the internal audit function is established, its effectiveness has been limited due to the absence of a clearly assigned point of contact within the University. This lack of coordination poses risks such as delayed audit responses, insufficient implementation of audit recommendations, and weakened oversight of key financial and operational controls, ultimately impacting the University's ability to identify and mitigate risks effectively.
- In 2025, the internal auditor conducted an enterprise risk assessment to assess University risks. However, KSU does not have a formal policy outlining how the University should assess or address institutional risks. The absence of a structured risk management framework increases the likelihood that significant risks may go unidentified, unassessed, or inadequately mitigated, which could adversely affect its ability to achieve strategic objectives and maintain stakeholder confidence.



## Budget and Funding Mechanisms

- KSU experienced a budget deficit during the period under review and did not seek Board approval for a revised budget to address the shortfall. KSU adopted a new policy in June 2025 requiring Board approval for any budget overruns exceeding a defined amount or percentage. This policy aims to strengthen fiscal oversight and ensure timely governance involvement in budget adjustments.
- As discussed under [Element 2: Salary Ranges](#), staff reported several issues with the master position list, as the process requires manual updates and ongoing communication between HR and leadership to ensure accuracy and alignment with the budget. When communication or updated information is lacking, management may override controls and add positions without following proper procedures. This can lead to unauthorized hiring, budget overruns, misallocation of resources, and weakened internal controls, ultimately compromising financial integrity and organizational accountability.
- KSU recently experienced challenges in loading the budget in a timely manner as this is a manual process due to system limitations. This impacted departments by preventing them from spending funds at the start of the academic year. As a result, some departments may have made purchases outside of the official system to maintain operational continuity. This situation impacted budgetary controls, which can lead to difficulties in financial tracking and reporting, potential noncompliance with procurement policies, and increased exposure to financial mismanagement. Timely and accurate budget loading is essential to ensure proper fiscal oversight, support departmental planning, and maintain institutional accountability.
- KSU currently lacks financial reserves, faces tight budget constraints, and experiences ongoing challenges in budget management. The absence of reserves significantly limits the University's ability to respond to unexpected expenses or emergencies.

## Facilities

- KSU hired a new Director of Capital Planning and Facilities in April 2025. The new director is experienced in university facility planning and has pushed forward capital improvement projects in the last few months. As of August 2025, there were 42 capital improvement projects in progress. These projects include roof repairs, building renovations, and heating, ventilation, and air conditioning (HVAC) system repairs and replacements. Continuing progress on these projects is beneficial as it helps maintain and enhance campus facilities, supports a safe and conducive learning environment, and can improve the University's appeal to prospective students and staff. However, managing a large number of simultaneous projects also presents risks, such as potential budget overruns, delays, resource constraints, and disruptions to campus operations.
- Addressing all maintenance requirements throughout the University remains a significant issue, with current efforts primarily focused on critical systems such as HVAC systems. Inadequate maintenance poses risks to the University by potentially leading to equipment failures, increased repair costs, and disruptions to campus operations. Furthermore, unresolved maintenance problems can negatively impact the safety, comfort, and overall experience of students, faculty, and staff, which may affect retention, recruitment, and the University's reputation.
- Campus safety remains a concern as staff reported not all buildings have proper locks or Americans with Disabilities Act (ADA) compliant doors. This poses risks to the well-being of students, faculty, staff, and visitors. Insufficient safety measures can lead to increased incidents of crime or accidents, negatively impacting the University's reputation and potentially resulting in legal liabilities. Additionally, concerns about safety may deter prospective students and staff from

joining the University, affecting enrollment and recruitment efforts. Campus safety is essential to create a secure and supportive environment conducive to learning and growth.

- KSU has a Space Management Policy that was updated in November 2023. However, there is currently no space planning and management system in place. Staff reported they are awaiting a new system, Brightly Software, which will support space planning.

#### Asset Management

- The drafted Business Procedures Manual includes a section on fixed asset management that outlines how fixed assets should be accounted for and maintained, including steps for tagging assets. However, staff reported that asset tagging frequently does not occur in practice. Tagging assets is important for accurate tracking, inventory management, and safeguarding of University property. Without a consistent asset tagging process, KSU faces increased risks of asset loss, misplacement, or theft, as well as challenges in maintaining accurate financial records. Implementing a formalized asset tagging procedure is essential to enhance accountability, improve asset management, and support financial integrity.

### ELEMENT 6: STUDENT SUCCESS

| OVERALL PERFORMANCE RATING: DEVELOPING |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                     |
|----------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|
| <br>MIP Implementation Status          | <br>Current Risk Level                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | <br>Risk Trajectory |
| <b>SUBSTANTIALLY COMPLETE</b>          | <b>MODERATE</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | <b>FLAT</b>         |
| <br>Priority Recommendations           | <ul style="list-style-type: none"> <li>• Continue efforts to increase student enrollment to increase funding for the University.</li> <li>• Continue efforts to provide mental health first aid training to faculty and staff in the 2025-2026 academic year.</li> <li>• Prioritize implementing the recommendations from the Sova report to mitigate identified risks and enhance overall institutional effectiveness.</li> <li>• Strengthen the financial aid process to ensure prospective students receive timely and accurate information, reducing barriers to enrollment and improving student retention.</li> <li>• Continue the evaluation and integration of new systems to streamline the admissions process, increasing efficiency and improving the applicant experience.</li> <li>• Continue to enhance communication and collaboration efforts surrounding the first-year experience course to better support student success and improve retention rates.</li> <li>• Continue to improve opening-of-term processes.</li> </ul> |                     |

- Element 6, Student Success, relates to the need for student success and enrollment management strategies, recognizing student enrollment is central to the University's overall success.
- KSU's enrollment (excluding high school students) has stayed steady at about 2,000 students over the last six academic years with a dip in 2022-2023 and 2023-2024 to about 1,500 students.

This is lower than all public universities in Kentucky.<sup>1</sup> Low student enrollment directly reduces tuition and fee revenue, which are primary sources of funding for KSU. This decline in income can strain the University's financial stability, making it difficult to cover operational costs such as faculty salaries, facility maintenance, and student services. Additionally, limited financial resources may force the University to cut back on academic programs, extracurricular activities, and support services, thereby diminishing the student experience. Over time, these constraints can hinder the University's ability to invest in new initiatives, technology, and infrastructure, further impacting its competitiveness and reputation.

- KSU completed 12 out of the 14 objectives related to student success. KSU has not yet completed the MIP objective to evaluate the case management program used in the online program to determine whether any techniques could be applied to the residential program. Staff have begun this evaluation but have not finished the process. Staff also noted they have completed other similar evaluations on the residential program can received recommendations on improvements from Sova Solutions (Sova), a consulting group. Collaboration between the online and residential programs is especially important as it promotes consistency in student support services, enhances resource sharing, and fosters innovation. By working together, both programs can leverage best practices to improve student outcomes, increase operational efficiency, and ensure a cohesive experience for all students regardless of their mode of study.
- KSU has not yet completed the MIP objective to support student mental health by providing Mental Health First Aid training. Staff reported that this training is planned for the upcoming academic year 2025-2026) and will be offered to new employees. Implementing this objective is important to equip staff with the skills needed to better support students facing mental health challenges. Despite this objective being incomplete, KSU has made improvements related to mental health services related to the University Counseling Center. The University Counseling Center offers a comprehensive range of free mental health services that helps foster student support and care on campus, and it collaborates with student organizations to raise awareness and support student well-being, ultimately enhancing student success through improved mental and emotional wellness.
- KSU engaged Sova to assess the student experience and process from a student's initial expression of interest through enrollment and attendance, up to the first semester. This evaluation was beneficial in providing recommendations on how KSU can improve the student experience. Sova's report from July 2025 reported KSU needs significant change to support enrollment growth goals. Sova found several strategic issues with certain functions such as access to financial aid information, cultural barriers in unclear policies or not adhering to policies, and siloed departments. Sova also found several operational gaps including the presence of many manual processes due to system integration issues, and uncoordinated outdated communications to students. Sova noted students generally begin with a positive expectation but student satisfaction declines as students move through the application and onboarding stages. These strategic and operational gaps impact KSU's ability to support student enrollment and success.
- In addition to findings in the Sova report, several staff members reported challenges with the financial aid process at KSU, noting that students had limited access to view their financial aid packages and staff had insufficient capacity to address student inquiries. KSU staff implemented changes for the 2025-2026 academic year to ensure that all students who submitted a deposit receive their billing and financial aid information by July 1. This adjustment aims to provide students with ample time to understand their financial responsibilities prior to the start of classes.

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<sup>1</sup> [CPE Fall Enrollment Dashboard](#)

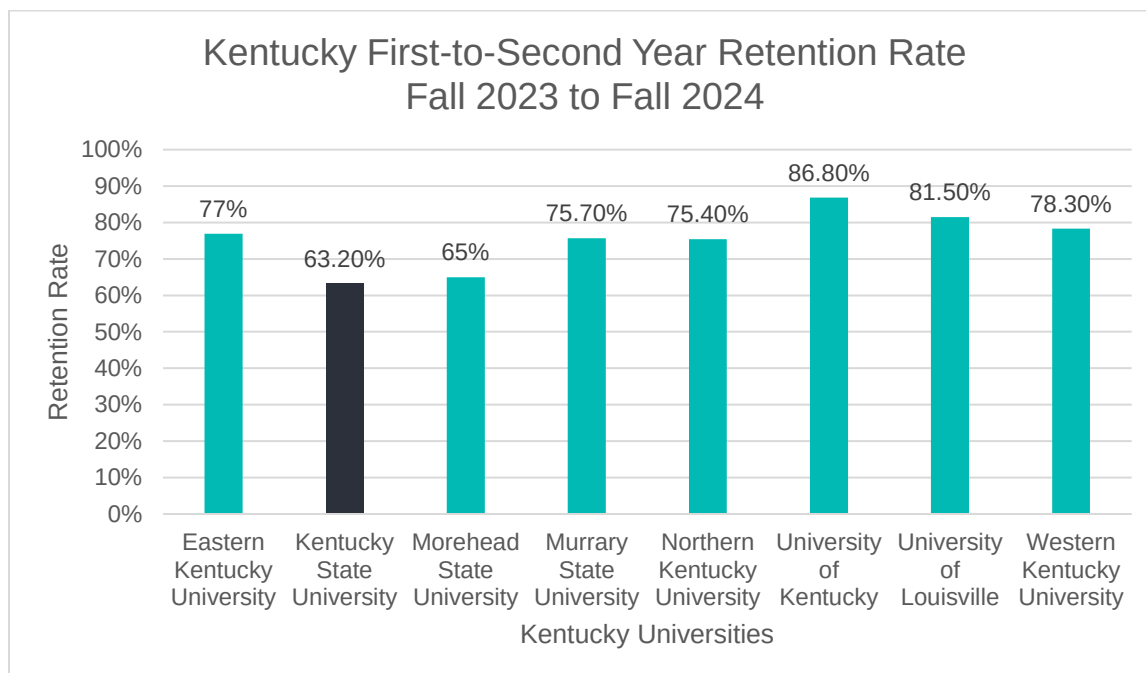
- Staff also reported challenges with the admissions process due to system integration issues. Specifically, the current admissions application does not integrate with Banner, requiring additional manual steps to enter admissions information into Banner. This results in slower recruiter response times and an increased risk of data entry errors. Staff reported they are looking into a new system that can be integrated into Banner to alleviate some of these issues.
- As requested by the MIP, KSU contracted a consultant to redesign the first-year experience course, which is in progress, but improvements are still being made to processes to ensure students are provided timely and coordinated information. This is important to support a student's successful transition to KSU.
- KSU staff completed an evaluation of the opening of the academic term and have made some improvements, as request by the MIP. Though some improvements were made, staff reported they are continuing to improve the opening of term with updated checklists and improved coordination with all involved departments.
- In alignment with an MIP objective, the athletics program had an evaluation by a third party, to assess the programming and structures to improve processes and a cost-benefit analysis of its offerings. The study found that KSU athletics has a strong history and culture. However, the program lacks sufficient funding, staffing resources, student support, updated facilities, and updated policies and procedures. The objective has been implemented, and staff reported they continue to assess the program to identify potential improvements that would enhance its overall program effectiveness.

## ELEMENT 7: STUDENT ACADEMIC SUCCESS

| OVERALL PERFORMANCE RATING: DEVELOPING |                                                                                                                                                                                                        |                     |
|----------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|
| <br>MIP Implementation Status          | <br>Current Risk Level                                                                                                                                                                                 | <br>Risk Trajectory |
| FULLY IMPLEMENTED                      | MODERATE                                                                                                                                                                                               | FLAT                |
| <br>Priority Recommendations           | <ul style="list-style-type: none"> <li>• Continue efforts to monitor and improve student retention and degree completion rates and to develop a clear strategy to address student outcomes.</li> </ul> |                     |

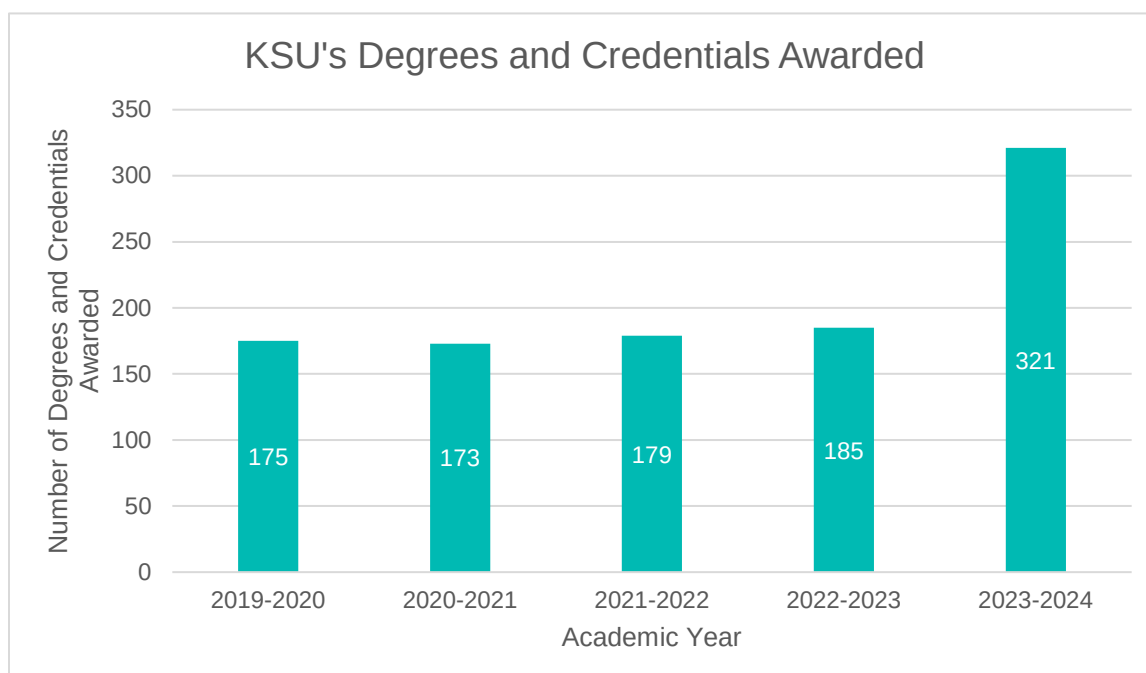
- Element 7, Student Academic Success, relates to the need for student academic progress and results, emphasizing effective management of student cohorts across the University and programs. This includes developing systems to improve completion rates, implementing predictive analytics for recruitment and early warning of at-risk students, and conducting a campus climate survey to identify and address student concerns through targeted improvement plans.
- Staff have successfully implemented all three MIP objectives assigned to them. However, KSU does not have a focused strategy on improving student outcomes, retention, progression, and engagement in teaching and learning. Without a focused strategy, there is a risk of stagnant or declining student success metrics, which can adversely affect the University's reputation, funding, and long-term sustainability. Enhancing these areas is critical to fostering a supportive learning environment and ensuring students achieve their academic goals.

- First-to-second year retention rates at KSU are the lowest compared to the other public universities in Kentucky.



[CPE Retention Rate Dashboard](#)

- KSU nearly doubled the awarded degrees and credentials in 2023-2024 compared to the prior four years, showing progress in advancing student graduation rates.



[CPE Degrees and Credentials Dashboard](#)

- With the support of a consultant, DataKind, KSU has a predictive analytics model that is being refined to create a student recruitment profile and an early warning system for enrolled students. Such a model is important for identifying students who may be at risk early on, allowing the University to provide timely support and resources that can improve student retention, academic success, and ultimately graduation rates.
- Staff conducted a campus climate survey to assess student's perceptions of KSU. Staff were able to gather some information on areas for improvement; however, staff reported they were not able to gather a sufficient number of student responses to adequately assess student needs from the survey.
- KSU staff supported the implementation of a system to manage University-wide and student program cohorts to improve student completion rates. This system supports the University's ability to assess success of the programs and identify potential ways to improve completion rates.

## ELEMENT 8: ONLINE PROGRAMS

| OVERALL PERFORMANCE RATING: DEVELOPING |                                                                                                                                                                                                                                                                                                                                                                                                                                              |                     |
|----------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|
| <br>MIP Implementation Status          | <br>Current Risk Level                                                                                                                                                                                                                                                                                                                                                                                                                       | <br>Risk Trajectory |
| FULLY IMPLEMENTED                      | MODERATE                                                                                                                                                                                                                                                                                                                                                                                                                                     | FLAT                |
| <br>Priority Recommendations           | <ul style="list-style-type: none"> <li>• Assess the viability of not extending Magellan's contract to determine whether KSU can support the Online Program on its own or whether additional support is needed to continue building the program.</li> <li>• Continue efforts to coordinate with the residential program to align processes when applicable and learn from one another to improve all operations at the University.</li> </ul> |                     |

- Element 8, Online Programs, relates to the need for development and enhancement of online offerings. At the beginning of this assessment, KSU did not have a full-scale online program with a comprehensive structure to support program offerings and student needs. The MIP objective provided some guidelines for developing the online program through program assessments, operating structure evaluations, and curriculum development.
- KSU launched the online program in Fall 2024. This program offers students a flexible and affordable option for several certificates and bachelor's, master's, and post-graduate degrees. This program is separate from the residential program, with specific staff to support the online program including a staff in admissions, financial aid, and a Bursar.
- Several processes within the online program, including the 24/7 call center and procurement functions, are currently supported by Magellan Learning Solutions. Since the University started the program, Magellan has been deeply integrated into these operations. Although Magellan is scheduled to train KSU staff to assume full responsibility for the program upon contract expiration in 2026, the online program currently lacks sufficient staff and resources to manage all operations independently. Without clearly defined processes and adequate resources in place, there is a risk that the program will be unable to provide effective support to online students, which could adversely affect the program's overall sustainability and success.

- As with any new program or initiative, processes are still being developed to support the various needs of the program. The online program is structured as distinct from the residential program, which requires separate resources and some new processes. Staff reported there are opportunities for both the online and residential program to learn from each other and support similar processes; however, communication and collaboration is still in progress in some areas. It's important to communicate regularly to ensure each similar function (i.e., financial aid, bursar) is aligned and providing students with consistent experiences, whether they are online or in the residential program. Staff reported this collaboration has increased recently.
- All five MIP objectives were implemented; however, staff reported there are challenges in ensuring online programming is set up effectively from registration, enrollment, and financial aid. Staff reported initial issues in getting accurate and usable data from various systems including Banner and Salesforce, the customer relationship management system. These issues have since been resolved, but staff will need to continually ensure data is accurate and the program has the resources to support online students.
- Prior to KSU's partnership with Magellan and the launch of the online program in Fall 2024, there were 73 online students. In the Fall 2025 term, enrollment increased to 451 students, indicating significant growth in the program. Staff anticipate this upward trend will continue, with a goal of reaching 1,000 enrolled students by 2026. Increased enrollment in the online program provides increased funding for enhanced resource allocation, expanded course offerings, greater diversity of student perspectives, and improved financial sustainability, all of which contribute to the overall quality and reputation of the program.
- Staff reported they have processes in place to track the success of the programs and use the same program assessment as the residential program from SACSOC which provides alignment with across the University and with the accreditation agency.



## IV. Recommendations

KSU requires significant additional oversight for its financial operations given that financial stability and controls remain a significant risk for the University. While the University has made some improvements in establishing sound internal controls, substantial progress needs to occur to ensure the University can continue operating effectively and serving students.

We present four potential options offering varying levels of oversight. These options are not mutually exclusive. All options aim to ensure accountability, transparency, and appropriate use of resources so that KSU can focus on its mission of student success. When considering these options, it is essential that CPE consult legal counsel and consider all relevant accreditation requirements for KSU.

### OPTION 1. CONTINUE CPE MONITORING

| ELEMENT                              | DESCRIPTION                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|--------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| What is it?                          | Continue to monitor the MIP objectives included in Element 5: Finance to ensure accounting and fiscal reporting systems are in place and effective. This includes month-end procedures, collections, budget, and internal controls over expenditures and financial reporting.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| What would implementation look like? | <p>CPE would reaffirm or modify the MIP objectives in Element 5, including current monthly objectives, as KSU has not consistently implemented these. CPE should also prioritize requiring the completion of financial policies and procedures as these form the foundation of sound financial management.</p> <p>Similar to the prior MIP, State funding may be tied to the completion of specific objectives, such as contracting a firm to complete the Business Procedures Manual or to complete a facilities condition assessment and update capital improvement and deferred maintenance plans.</p> <p>As part of the monitoring process, CPE or a third party should review KSU's progress toward meeting the MIP objectives on a regular cadence. This may start on a monthly cadence to ensure monthly procedures are met, and then move to a quarterly cadence after successful completion of the monthly objectives for at least three months. While a third party offers valuable independent expertise and objectivity, it also involves additional costs.</p> |
| How long would it take?              | Given the amount of outstanding work in Element 5, we anticipate that it will take another two to three years to fully address the Element 5 MIP objectives, assuming some staffing stability in key positions.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| How long would it be in place?       | Monitoring should continue for three years and then be reassessed before oversight is relaxed.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Benefits of the option               | <ul style="list-style-type: none"> <li>• KSU maintains autonomy in its financial operations</li> <li>• KSU's familiarity with the plan and monitoring processes supports consistency, helping staff stay focused on corrective actions</li> <li>• Provides additional time for improvement given the number and complexity of corrective actions needed</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |



| ELEMENT                        | DESCRIPTION                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|--------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                | <ul style="list-style-type: none"> <li>• Sustained focus on improvement, supported by monitoring and accountability, can contribute to strengthening KSU's institutional capacity</li> <li>• Demonstrates a visible commitment to improving institutional performance and signals accountability to regulators, stakeholders, and students</li> </ul>                                                                                                                                                                                                                                                                                                                                            |
| Challenges/risks of the option | <ul style="list-style-type: none"> <li>• Monitoring over the last three years has not resulted in meaningful improvements, leaving KSU exposed to continued financial and compliance risks</li> <li>• Persistent staff turnover within Finance disrupts progress, making it unlikely that problems will resolve without stronger interventions</li> <li>• Prolonged regulatory pressure/oversight on limited Finance staff members may contribute to employee burnout, ongoing turnover, and reduced capacity to complete critical financial functions</li> <li>• External oversight layered on top of weak internal controls can limit KSU's ability to respond to operational needs</li> </ul> |

## OPTION 2. DEVELOP A FINANCIAL SUSTAINABILITY PLAN

| ELEMENT                              | DESCRIPTION                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|--------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| What is it?                          | Develop a financial sustainability plan. This shifts focus from detailed operational monitoring to establishing clear financial thresholds and strategic milestones that define KSU's long-term fiscal health, with periodic independent verification of financial viability but less direct oversight of daily financial processes. The purpose of this approach is to provide a clear framework for financial stability while allowing KSU autonomy in managing its operations.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| What would implementation look like? | <p>The financial sustainability plan would establish clear milestones and measurable outcomes tied to specific timelines, along with defined consequences if financial thresholds are not met. The plan's financial threshold would represent the minimum funding level necessary to sustain the quality and availability of student academic programs, accounting for all direct and indirect costs such as faculty salaries, instructional materials, facilities, and support services.</p> <p>To support ongoing oversight, the plan would include a detailed monitoring program with regular reviews—ideally quarterly—conducted by an independent third party. This third party would verify the accuracy of financial data, assess progress toward milestones, and evaluate overall financial viability. The third party would provide formal reports to CPE on KSU's ability to maintain the financial threshold, typically on an annual basis, enabling timely identification of risks and informed decision-making.</p> |
| How long would it take?              | The development of the plan would likely take three months.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| How long would it be in place?       | Continue to monitor financial thresholds for five years, or until KSU falls below the specified dollar amount. In that event, the plan would outline the appropriate actions to be taken.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |

| ELEMENT                        | DESCRIPTION                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|--------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Benefits of the option         | <ul style="list-style-type: none"> <li>Enhanced institutional autonomy and strategic prioritization as decision-making is solely with KSU</li> <li>Less regulatory oversight without limited outcome-specific monitoring to allow Finance staff more capacity to continue making improvements</li> <li>Narrow focus on the financial sustainability of KSU, which is important for operational sustainability</li> </ul>                                                                                                                            |
| Challenges/risks of the option | <ul style="list-style-type: none"> <li>Ongoing need to address MIP objectives for accreditation and operational viability</li> <li>Risk of reduced focus on the various internal controls and core operational processes needed for successful financial management</li> <li>Ongoing need to address staff turnover and bandwidth concerns</li> <li>Risk of overemphasis on compliance with the financial threshold target rather than on full transformation of University system and processes needed to make sustainable improvements</li> </ul> |

### OPTION 3. TRANSITION TO EMARS

| ELEMENT                              | DESCRIPTION                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|--------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| What is it?                          | KSU converts from its current financial system, Banner, to the State's financial system, eMARS. KSU has experienced considerable challenges in using Banner effectively and would benefit from a revised system with built-in internal controls for critical functions like payroll, personnel files, general ledger, grants management, and accounts payable. Additionally, the local workforce is generally familiar with eMARS, increasing the likelihood of finding qualified staff to fill key Finance positions.                                                                   |
| What would implementation look like? | <p>A system conversion will require at least the following:</p> <ul style="list-style-type: none"> <li>Assessment of the potential cost savings or expenses to operate eMARS over Banner</li> <li>18-24 months to complete a system conversion</li> <li>Consultants to assist with the conversion, including data cleanup and migration</li> <li>Staff training to learn how to use a new system</li> <li>Integration of modules and systems currently used by KSU, such as systems for student financial aid, recognizing that eMARS may not support all necessary functions</li> </ul> |
| How long would it take?              | It would likely take about two years to complete the eMARS conversion.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| How long would it be in place?       | This change would be in place for at least five years to help stabilize financial operations and could potentially serve as a long-term solution.                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Benefits of the option               | <ul style="list-style-type: none"> <li>Improved internal control environment with the State's established financial policies and procedures</li> <li>Access to a larger pool of skilled financial personnel who are familiar with the State system to support KSU's business operations</li> <li>Access to several key system functions that KSU is currently missing (e.g., master position list)</li> <li>Enhanced training and support resources from the State</li> </ul>                                                                                                            |

| ELEMENT                        | DESCRIPTION                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|--------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Challenges/risks of the option | <ul style="list-style-type: none"> <li>• Potential for resistance to change and cultural adjustment at KSU, which could impact staffing levels</li> <li>• Additional staff capacity needs as some attention will be diverted to the system conversion</li> <li>• Risk of operational disruptions during transition period</li> <li>• Need to establish a strong technology plan to address system integration with all systems that would be impacted by a transition away from Banner such as financial aid and student accounts receivable</li> </ul> |

## OPTION 4. TRANSITION TO EMARS WITH STATE MANAGEMENT OF BUSINESS OFFICE

| ELEMENT                              | DESCRIPTION                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|--------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| What is it?                          | In addition to the system conversion to eMARS in Option 3, the State assumes direct responsibility for financial operations to ensure financial integrity. Financial operations would shift to State-appointed personnel with comprehensive oversight and standardized authority over functions including budgeting, accounting, and financial reporting.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| What would implementation look like? | <p>In addition to the eMARS transition implementation, the State would manage the financial decisions from the strategic direction, policies, and enforcing internal controls. Successfully implementing this shift would require a change management plan to clearly document and define how KSU and the State would collaborate to provide effective oversight and ensure seamless operations.</p> <p>Implementation efforts must also consider SACSCOC requirements and guidance, such as those related to governance and operational control. According to SACSCOC guidance, when an institution's governing board does not retain sole legal authority and operating control, the institution should clearly define the control of these functions by other entities.</p> <p>Overall, the implementation would likely include phased training for staff, integration of new reporting protocols, and regular communication between KSU and the State to support transparency and continuous improvement throughout the transition and oversight.</p> |
| How long would it take?              | It would likely take about two years to complete the eMARS conversion. Transitioning to State management of the business functions may take an additional six to 12 months.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| How long would it be in place?       | This change would be in place for at least five years to help stabilize financial operations.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Benefits of the option               | <p>Same benefits as the transition to eMARS, plus the following:</p> <ul style="list-style-type: none"> <li>• The State has great ability to make improvements to the financial direction of the University and ensure financial policies are in place and followed</li> <li>• Easier and timely financial audits, which also help SACSCOC accreditation</li> <li>• Timely and accurate financial reporting and budgeting</li> <li>• Allows University leadership to focus on the core mission of the University rather than financial operations</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |

| ELEMENT                        | DESCRIPTION                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|--------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Challenges/risks of the option | <p>Same challenges and risks as the transition to eMARS plus the following:</p> <ul style="list-style-type: none"> <li>• KSU would lose autonomy over its financial decisions, processes, and priorities</li> <li>• The State would need to provide adequate staff and resources for effective oversight, and consider the appropriate organizational structure</li> <li>• Consideration of compliance with SACSCOC accreditation requirements would be critical</li> <li>• Reliance on State management could delay KSU's ability to rebuild its own financial capacity and expertise</li> </ul> |

# Appendix A: MIP Quarterly Report

The tables below include the Q4 FY 2025 quarterly report submitted to CPE in July 2025, along with additional information KSU staff provided through October 10, 2025.

## Element 1: Policies and Procedures

Element 1 relates to the need for creating a comprehensive catalog and reviewing University policies and procedures to ensure efficiency and compliance with State and federal law.

| #     | Objective                                                                                                                                                   | Deliverable                                                       | Deadline   | Validation Comments                                                                                                                                                                                                  | Validation Result     |
|-------|-------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------|------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|
| 1.1.1 | Review all University policies and procedures for compliance with the Policy on Policies.                                                                   | Summative Report                                                  | Q2 FY 2025 | Staff reviewed several policies, and many are in compliance with the Policy on Policies; however, not all policies have been reviewed or comply with the Policy on Policies.                                         | Partially Implemented |
| 1.2.1 | Create and implement a Standard Operating Procedures (SOPs) manual in each area (e.g., academic affairs, enrollment management, auxiliary, and facilities). | Completed manuals and summative report                            | Q4 FY 2025 | <b>Updated for the final report:</b> Staff provided several SOPs for various areas showing significant progress has been made. However, SOPs were not provided in time to assess whether all areas implemented SOPs. | Partially Implemented |
| 1.3.1 | Review all policies and procedures and revise for content ... must be completed by a specific date specified by CPE.                                        | The Gold Book, Bylaws of Kentucky State University Revised Policy | Q2 FY 2024 | The Gold Book was approved by the KSU Board at the November 28, 2023 Board meeting.                                                                                                                                  | Implemented           |

| #     | Objective                                                                                                                                                                                                                                                                                                                                                                                | Deliverable                                                               | Deadline   | Validation Comments                                                                                                                                                             | Validation Result     |
|-------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------|------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|
| 1.4.1 | Review all policies and procedures and revise for content... must be completed by a specific date specific by CPE.                                                                                                                                                                                                                                                                       | Faculty Handbook Revised Policy                                           | Q2 FY 2025 | <b>Updated for the final report:</b> The Faculty Handbook was revised in October 2025. Note that this document was provided after the initial July 31, 2025 deadline.           | Implemented           |
| 1.5.1 | Review all policies and procedures and revise for content ... must be completed by a specific date specific by CPE.                                                                                                                                                                                                                                                                      | HR Policy Manual Revised Policy                                           | Q2 FY 2025 | <b>Updated for the final report:</b> All HR policies on the policy schedule were completed and approved by the Board or the President on an interim basis.                      | Implemented           |
| 1.6.1 | Review all policies and procedures and revise for content ... must be completed by a specific date specified by CPE.                                                                                                                                                                                                                                                                     | The K-Book, The Kentucky State University Student Handbook Revised Policy | Q1 FY 2025 | <b>Updated for the final report:</b> The K-Book was updated for academic year 2025-2026. Note that this policy was provided after the initial July 31, 2025 deadline.           | Implemented           |
| 1.7.1 | Review all policies and procedures and revise for content or elimination on a schedule provided to CPE by KSU, except for those policies listed below, which must be completed by a date specified by CPE.<br><br>The Gold Book, Bylaws of Kentucky State University, The Faculty Handbook, Human Resource Policy Manual, The K-Book, and The Kentucky State University Student Handbook | Policy review and revision schedule                                       | Q4 FY 2023 | KSU developed a policy review and revision timeline and provided it to CPE.                                                                                                     | Implemented           |
| 1.7.2 | Review all policies and procedures and revise for content....must be completed by a specific date specified by CPE.                                                                                                                                                                                                                                                                      | Revised Policies                                                          | Q2 FY 2025 | KSU has updated 200 policies. Twenty policies were approved by the President on an interim basis, and six policies have not yet been updated (see <a href="#">Appendix B</a> ). | Partially Implemented |

| #     | Objective                                                                                                                                                                              | Deliverable                                             | Deadline   | Validation Comments                                                                                                                                                                                                                                                                                                        | Validation Result |
|-------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------|------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|
| 1.8.1 | Create and promote an easily accessible and user-friendly policy bank on the KSU website with links to all University policies.                                                        | Updated webpage                                         | Q4 FY 2024 | KSU developed a policy bank on its website with links to all University policies developed to date.                                                                                                                                                                                                                        | Implemented       |
| 1.9.1 | Digitization of Student Records                                                                                                                                                        | Contract award for a qualified vendor                   | Q4 FY 2024 | KSU signed a purchase order for the digitization of student records. No contract was signed, but the purchase order provides evidence KSU is moving forward with this work.                                                                                                                                                | Implemented       |
| 1.9.2 | Provide annual training to all staff, with a focus on select KSU policies, which should include, at a minimum, ethics, conflicts of interest, conflicts of commitment (as applicable). | Comprehensive training plan with modules, as applicable | Q4 FY 2025 | Staff developed a training plan that includes annual training on key policies such as discrimination and harassment, integrity and ethics, conflict of commitment and interest, and established work rules. The training plan also includes plans for specialized training, leadership training, and campus-wide training. | Implemented       |

## Element 2: Salary Ranges

Element 2 relates to the need for guidelines around salary ranges and benefits for all faculty, staff, and administrators.

| #     | Objective                                                                                                                                                    | Deliverable      | Deadline   | Validation Comments                                                                                                                                                                                                                                                         | Validation Result |
|-------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|
| 2.1.1 | Review all currently offered benefits, vacation, sick leave, and holiday policies at other Kentucky institutions and ensure competitiveness and consistency. | Summative report | Q3 FY 2023 | CPE verified that KSU implemented this objective. KSU staff completed a review of benefits in comparison to Kentucky public and peer institutions. The review found that benefits are generally competitive with other Kentucky public institutions, though KSU offers more | Implemented       |

| #     | Objective                                                                                                                                                                    | Deliverable                                   | Deadline   | Validation Comments                                                                                                                                                                                                                     | Validation Result |
|-------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------|------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|
|       |                                                                                                                                                                              |                                               |            | paid holidays and higher than average vacation leave.                                                                                                                                                                                   |                   |
| 2.1.2 | Review all currently offered benefits, vacation, sick leave, and holiday policies at other Kentucky institutions and ensure competitiveness and consistency.                 | Updated policy and approved paid holiday list | Q1 FY 2024 | KSU completed the review of benefits in comparison to other institutions (see 2.1.1) and submitted the updated HR Policy that reflects the revised holiday schedule and the updated approved paid holiday list.                         | Implemented       |
| 2.2.1 | Review all positions at the University, including those filled and unfilled, to determine need.                                                                              | Summative report                              | Q1 FY 2025 | Staff provided a summative report stating all positions were reviewed. This included an evaluation of job titles, funding sources, and role responsibilities to meet workforce needs.                                                   | Implemented       |
| 2.3.1 | Identify positions that should be eliminated or reconstituted to meet the needs of the University.                                                                           | Summative report                              | Q2 FY 2025 | Staff provided a summative report of positions eliminated or reconstituted since June 2023.                                                                                                                                             | Implemented       |
| 2.4.1 | Establish descriptions for all positions including any qualification requirements and an outline of duties and responsibilities.                                             | Summative report                              | Q2 FY 2025 | Staff provided a summative report and a listing of all positions that indicate all job descriptions have been established. Baker Tilly reviewed a selection of 10 job descriptions and confirmed these job descriptions were developed. | Implemented       |
| 2.5.1 | Establish salary and benefit guidelines for all faculty, staff, and administrator positions using other Kentucky institutions and national peer institutions for comparison. | Contract for salary range and benefit study   | Q4 FY 2023 | A contract with Gallagher to complete a total compensation survey considering faculty, staff, and students was executed.                                                                                                                | Implemented       |
| 2.5.2 | Establish salary and benefit guidelines for all faculty, staff, and administrator positions using other Kentucky institutions and national peer institutions for comparison. | Summative report to include guidelines        | Q4 FY 2024 | <b>Updated for the final report:</b> Staff provided a summative report and a salary grade schedule that was developed from the Gallagher                                                                                                | Implemented       |



| #     | Objective                                                                                                                  | Deliverable                                                                             | Deadline   | Validation Comments                                                                                                                                                                                                                                                                                                                                                                                                              | Validation Result     |
|-------|----------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------|------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|
|       |                                                                                                                            |                                                                                         |            | consulting study engagement, including comparative analysis with two peer universities. Staff also provided the Compensation Policy, which includes guidelines for how salaries are determined and adjusted.                                                                                                                                                                                                                     |                       |
| 2.6.1 | Once new salary and benefit guidelines are adopted, all current salaries shall be adjusted to conform with new guidelines. | List of all employees, title, salary, and adjustments (if any)                          | Q4 FY 2024 | <b>Updated for the final report:</b> Staff provided a summative report describing proposed adjustments and a phased approach for implementing the changes. Staff also provided the list of employees, titles, salaries, and proposed adjustments. KSU provided an interim benefit policy that went into effect on September 26, 2025, which should be fully adopted in order to complete this objective.                         | Partially Implemented |
| 2.7.1 | Establish a master position list and develop protocols for adding and subtracting positions to and from the list.          | Master position list and modification policy                                            | Q3 FY 2023 | CPE verified that KSU implemented this objective. A master position list was established and protocols were developed for adding and subtracting positions to and from the list.                                                                                                                                                                                                                                                 | Implemented           |
| 2.7.2 | Establish a master position list and develop protocols for adding and subtracting positions to and from the list.          | Finalized modification policy including process for regular master position list review | Quarterly  | <b>Updated for the final report:</b> Staff provided a spreadsheet that includes the master position list. KSU provided an interim budgeted position list policy that went into effect on September 26, 2025, which should be fully adopted in order to complete this objective.<br><br>Baker Tilly was unable to confirm the master position list compared to quarterly hirings, dismissals, and reassignments were completed in | Partially Implemented |

| #      | Objective                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Deliverable                  | Deadline   | Validation Comments                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Validation Result |
|--------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|
|        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                              |            | accordance with the documented process as the policy was not finalized.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                   |
| 2.9.1  | <p>Benchmark University administrators to peer institutions per functional area and develop a plan to realign staffing in accordance with benchmarks.</p> <p>Evaluate the current organizational structure of KSU, which shall include, but not be limited to:</p> <ul style="list-style-type: none"> <li>• Benchmarking the number of executive level administrative positions against peer institutions</li> <li>• Reviewing the number of Deans (colleges), Chairs (departments), program coordinators and their related titles</li> <li>• Assessing the span of control for different unit leads and reporting structures</li> </ul> | Summative report             | Q1 FY 2025 | Staff provided a summative report on KSU's organizational structure evaluation with changes that are now reflected in organizational charts. Staff reported they reviewed the number of Deans, Chairs, program coordinators, and their related titles as well as assessed the span of control during the master list of budgeted position assessment. Staff provided a report on the benchmarking results and provided the draft Budgeted Master Position List Policy that includes a process for reviewing and assessing positions on a regular basis. | Implemented       |
| 2.10.1 | Revise the University's organizational chart, reflecting the recommended changes (titles and names), using a consistent nomenclature. Include charts for all units at KSU.                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Revised organizational chart | Q1 FY 2025 | Staff provided all revised organizational charts.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Implemented       |

## Element 3: Board Training

Element 3 relates to the need for mandatory Board member training and development, including financial oversight and effective committee structure.

| #     | Objective                                                                                                                                                                 | Deliverable                               | Deadline   | Validation Comments                                                                                                                                                                                                                                                                                                                   | Validation Result |
|-------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------|------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|
| 3.1.1 | Complete Association of Governing Boards (AGB) training on Foundational Aspects of Trusteeship.                                                                           | Summative report                          | Q3 FY 2023 | CPE verified that KSU implemented this objective. The Board participated in the AGB Foundational Aspects of Trusteeship training in Fall 2022.                                                                                                                                                                                        | Implemented       |
| 3.2.1 | Receive comprehensive reports from all functional units of the University to better understand institutional operations from both the academic and business perspective.  | Reports provided to Board during meetings | Q4 FY 2024 | Comprehensive reports from all functional units of the University were provided to the Board in the June 14, 2024 meeting.                                                                                                                                                                                                            | Implemented       |
| 3.3.1 | Conduct a review of the current Board committee structure as compared to those at peer institutions, as well as best practices for effective University Board committees. | Summative report                          | Q1 FY 2024 | The KSU Board discussed its committees and approved the creation of two new committees at its quarterly July 2023 meeting. The Board committees now include the Executive Committee, Finance and Audit Committee, Investment and Advancement Committee, Academic Affairs Committee, and Student Engagement and Campus Life Committee. | Implemented       |
| 3.4.1 | Determine the optimal Board committee structure and composition and outline the charge of each committee.                                                                 | Revised committee structure               | Q1 FY 2024 | The KSU Board discussed and agreed to changes to the composition and responsibilities of its existing Board committees at its quarterly July 2023 meeting.                                                                                                                                                                            | Implemented       |
| 3.5.1 | Establish an Audit and Compliance Committee and define its relationship to the internal auditor.                                                                          | Creation of new committee                 | Q4 FY 2023 | The KSU Board approved the creation of a Finance and Audit Committee at its quarterly July 2023 meeting.                                                                                                                                                                                                                              | Implemented       |

| #      | Objective                                                                                                                                                                | Deliverable                    | Deadline   | Validation Comments                                                                                                                                                                                                                                                        | Validation Result |
|--------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|
| 3.7.1  | Receive approval of KSU's new Board member orientation programs per KRS 164.020(25)(c).                                                                                  | Orientation program curriculum | Q2 FY 2024 | CPE reviewed and certified KSU's new Board member orientation program in January 2023. The next recertification is scheduled for 2027 unless substantial changes occur before then.                                                                                        | Implemented       |
| 3.8.1  | Create a Regent professional development policy and plan.                                                                                                                | Completed policy               | Q3 FY 2023 | KSU submitted the Board Training Policy that establishes the training requirements for the Board, including professional development. The policy went into effect in February 2024.                                                                                        | Implemented       |
| 3.9.1  | Make Regent attendance at the annual CPE Trusteeship conference mandatory.                                                                                               | Board action                   | Q3 FY 2023 | CPE verified that KSU implemented this objective. The Board took action to state that Board member attendance at the annual CPE Trusteeship conference is expected and strongly recommended.                                                                               | Implemented       |
| 3.10.1 | Complete CPE-facilitated training on the history of the University as a state entity that covers its recent financial crisis.                                            | Training completed             | Q4 FY 2023 | CPE verified that KSU implemented this objective. The Kentucky Auditor of Public Accounts (APA) report was presented to the Board, which provided the Board with an understanding of KSU's fiscal circumstances.                                                           | Implemented       |
| 3.12.1 | With CPE, develop financial oversight training modules for Regents.                                                                                                      | Training modules               | Q1 FY 2024 | Financial oversight training was presented to the Board at the November 2023 Board meeting.                                                                                                                                                                                | Implemented       |
| 3.13.1 | Obtain an external review of the philanthropy strategy and governance structure of related entities, including relationships with the Foundation and Alumni Association. | Summative Report               | Q4 FY 2025 | KSU partnered with Benefactor Group to conduct a comprehensive Philanthropy Review to assess KSU's fundraising capacity, advancement systems, and long-term readiness for increased philanthropic activity. The final report was presented at the June 2025 Board meeting. | Implemented       |

| #      | Objective                                                                                                                                                                                      | Deliverable                 | Deadline   | Validation Comments                                                                                                                                                                                                                                                                           | Validation Result |
|--------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|
| 3.13.2 | Issue a Request for Proposal (RFP) for a review of the philanthropy strategy and governance structure of related entities, including relationships with the Foundation and Alumni Association. | Issuance of RFP             | Q4 FY 2024 | KSU staff issued an RFP to review the philanthropy strategy and governance structure of related entities, and staff are working on contract negotiations.                                                                                                                                     | Implemented       |
| 3.14.1 | Adopt recommended changes to ensure optimal alumni/community/corporate engagement, fundraising and stewardship of gifts.                                                                       | Board policy                | Q2 FY 2025 | Per the philanthropy review report noted in 3.13.1, the Foundation adopted all recommendations to policy templates and an annual policy review. Additionally, the Board approved the President recommendation to endorse the philanthropy review recommendations related to objective 3.13.1. | Implemented       |
| 3.15.1 | Create a self-evaluation process for the Board to be conducted at least every two years to assess Board effectiveness and identify strengths and weaknesses.                                   | Board policy                | Q3 FY 2024 | KSU provided the Board Evaluation Questionnaire that assesses the Board's effectiveness and identifies strengths and weaknesses of the Board. This process is referenced in the Gold Book.                                                                                                    | Implemented       |
| 3.15.2 | Create a tracking system for the Board of Regents for resolutions passed with regular updates on implementation.                                                                               | Implemented tracking system | Q1 FY 2025 | KSU developed a webpage for posting and tracking board resolutions and orders.                                                                                                                                                                                                                | Implemented       |

## RECURRING ANNUAL OBJECTIVE

The following table includes a summary of validation results for the recurring annual objective for Board training. The first annual deadline was due in Q2 FY 2024 and the next deadline was revised to Q1 2025 by CPE in September 2023.

| #     | Objective                                                                                   | Deliverable | Validation Comments                                                                                     | Q2 FY 2024  | Q1 FY 2025  |
|-------|---------------------------------------------------------------------------------------------|-------------|---------------------------------------------------------------------------------------------------------|-------------|-------------|
| 3.6.1 | Establish a regular meeting calendar annually for both the full Board and Board committees. | Calendar    | The Board approved the Board meeting calendar for calendar year 2025 at the January 2025 Board meeting. | Implemented | Implemented |

## RECURRING QUARTERLY OBJECTIVE

The following table includes a summary of validation results for the recurring quarterly objective for Board training.

Staff reported in October 2024 that the program is complete, so participation is no longer required. As such, reporting for this quarterly objective ended in Q1 FY 2025.

| #      | Objective                                                                                                                      | Deliverable                | Validation Comments                                                                                                                                                                                                                   | Validation Results    |             |             |             |             |             |
|--------|--------------------------------------------------------------------------------------------------------------------------------|----------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|-------------|-------------|-------------|-------------|-------------|
|        |                                                                                                                                |                            |                                                                                                                                                                                                                                       | Q4 FY 2023            | Q1 FY 2024  | Q2 FY 2024  | Q3 FY 2024  | Q4 FY 2024  | Q1 FY 2025  |
| 3.11.1 | Participate in the Association of Governing Boards (AGB)/ Gardner Institute Governing Board Equity in Student Success Project. | Participation confirmation | KSU provided documentation in August 2023 confirming participation of two KSU Board members in the Governing Board Equity in Student Success Project.<br><br>Staff reported staff participated in the program and it is now complete. | Partially Implemented | Implemented | Implemented | Implemented | Implemented | Implemented |

## Element 4: Academic Programs

Element 4 relates to the need for academic program offerings, course offerings, and faculty productivity guidelines.

| #     | Objective                                                                                                                                                                                    | Deliverable                                                                     | Deadline   | Validation Comments                                                                                                                                                                                                                                                                                   | Validation Result |
|-------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------|------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|
| 4.1.1 | Utilizing Gray Associates PES+ Market system and Institutional Research data: Evaluate the viability of all current academic programs.                                                       | Summative report                                                                | Q3 FY 2023 | CPE verified that KSU implemented this objective. KSU conducted an evaluation of its current program portfolio in collaboration with CPE. As part of this effort, Gray Associates completed a Program Portfolio Analysis that included analysis of KSU's current programs and potential new programs. | Implemented       |
| 4.1.2 | Utilizing Gray Associates PES+ Market system and Institutional Research data: Close low-performing programs (as defined by CPE) and those not aligned with the University's mission.         | Suspend programs with plan to close in CPE program inventory and teach out plan | Q4 FY 2023 | Staff provided documentation that indicated the low-performing programs were suspended for close-out in five years.                                                                                                                                                                                   | Implemented       |
| 4.1.3 | Utilizing Gray Associates PES+ Market system and Institutional Research data: Evaluate the costs/benefits of dual credit programs.                                                           | Summative report and performance improvement plan                               | Q4 FY 2023 | The viability of dual-credit programming was assessed as part of KSU's Program Market Assessment. Staff provided a report and implementation plan detailing the plan to establish the Kentucky State University Dual-Credit Thoroughbred Academy.                                                     | Implemented       |
| 4.1.4 | Utilizing Gray Associates PES+ Market system and Institutional Research data: Evaluate potential new program offerings aligned with the University's mission and supported by market demand. | Summative report and proposal development plan                                  | Q4 FY 2023 | The Program Market Assessment, noted under objective 4.1.3, also resulted in identification of new program opportunities. KSU is using the Gray Associates report as the proposal development plan for new programs.                                                                                  | Implemented       |

| #     | Objective                                                                                                                                                                                              | Deliverable                                              | Deadline   | Validation Comments                                                                                                                                                                                                                                                                                          | Validation Result |
|-------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------|------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|
| 4.5.1 | Facilitate a curriculum complexity discussion and streamline course offerings and programs: Utilize an evaluation tool, such as Curricular Analytics, to determine the efficiency of each degree plan. | Summative report and program modification plan           | Q4 FY 2024 | KSU facilitated a curriculum complexity discussion and program modification plan.                                                                                                                                                                                                                            | Implemented       |
| 4.6.1 | Facilitate a curriculum complexity discussion and streamline course offerings and programs: Evaluate and revise (if necessary) high Drop, Fail or Withdraw (DFW) courses                               | Summative report and curriculum and/or syllabus revision | Q4 FY 2024 | KSU facilitated a curriculum complexity discussion and evaluated high DFW courses. As a result of this evaluation, KSU 118, Introduction to University Learning, was revised and KSU 186, Navigate the Tech World, was removed.                                                                              | Implemented       |
| 4.7.1 | Facilitate a curriculum complexity discussion and streamline course offerings and programs: Ensure alignment of course program plans with CPE's Academic Program Inventory and degree plan site.       | Summative report and inventory/site updates              | Q4 FY 2024 | KSU facilitated a curriculum complexity discussion and developed a program inventory listing with approved programs to date that align with CPE's academic program inventory and degree plan site.                                                                                                           | Implemented       |
| 4.8.1 | Align course offerings to meet the student learning outcomes of the general education curriculum and CPE's Kentucky Graduate Profile.                                                                  | Update student learning outcomes as necessary            | Q4 FY 2024 | Staff provided documentation to show course offerings align with the SLOs of the general education curriculum and CPE's Kentucky Graduate Profile. This documentation included the 2022-2023 CPE General Education Assessment Report that goes through KSU's SLOs that are mapped to CPE's Graduate Profile. | Implemented       |



| #      | Objective                                                                                                                                                                                                             | Deliverable                                           | Deadline   | Validation Comments                                                                                                                                                                                                                                                                                                                                                                                  | Validation Result |
|--------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------|------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|
| 4.9.1  | Evaluate course offering schedules and program degree plans to maximize efficiency and promote retention, progression, and graduation.                                                                                | Summative report and updated course offering schedule | Q1 FY 2024 | Staff provided summative report and course offerings for Spring 2024 through Summer 2024, which shows courses were evaluated to maximize efficiency with the elimination of 150 courses. This also promotes progression toward graduation with offerings of certain classes in the summer or winter, when needed, and ensures all necessary classes for each degree are offered.                     | Implemented       |
| 4.10.1 | Evaluate and improve the Credit for Life process to include a consistent evaluation, documentation, and awarding of academic credit.                                                                                  | Summative report and policy update and training       | Q4 FY 2024 | KSU staff provided the February 2024 Board meeting minutes, which included the policy and handbook for the Credit for Life program. Staff also provided a training guide for the program.                                                                                                                                                                                                            | Implemented       |
| 4.11.1 | Review educator preparation programs and redesign them to provide culturally responsive teaching, improve the K12 pipeline, meet market demands, and address teacher shortages, particularly among teachers of color. | Posted RFP and contract awarded                       | Q4 FY 2024 | Staff reported an RFP was posted to achieve this objective, but it did not yield a suitable provider. KSU submitted a new plan to CPE to support the redesign of educator preparation programs. This new plan proposed that KSU internally review and redesign the programs in partnership with local school districts. This plan included a project timeline and budget, which was accepted by CPE. | Implemented       |
| 4.12.1 | Determine the number of faculty needed in each program area based on revised program offerings and high-demand degree programs.                                                                                       | Summative report                                      | Q4 FY 2024 | Staff reported to the Board in the February 2024 meeting that they will set a minimum of two faculty needed in each academic program or at least 40% of an academic program's total credit hours for the curriculum plan. Staff prepared a summative report that documents the determination process.                                                                                                | Implemented       |

| #      | Objective                                                                                                                                                                                                                                                               | Deliverable                                                                                    | Deadline   | Validation Comments                                                                                                                                                                                                                                                                                           | Validation Result     |
|--------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------|------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|
| 4.13.1 | Determine appropriate class sizes, approval processes, and pay structures for faculty overload and adjunct faculty in conjunction with the previously described salary band study.                                                                                      | Summative report and updated HR policy                                                         | Q4 FY 2024 | Staff reported appropriate class sizes, approval processes, and pay structures for faculty overload and adjunct faculty have been determined. We confirmed changes were made in the salary plan.<br><br>Staff reported the compensation policy has been prepared and is undergoing final review and approval. | Partially Implemented |
| 4.14.1 | Review the institutional effectiveness office and make recommendations for improvement (including identifying standard reports and timelines to be provided to senior KSU administrators and Board of Regents and proper location within the organizational structure). | Summative report                                                                               | Q4 FY 2025 | The summative report and implementation plan for Institutional Research and Institutional Effectiveness (IR and IE) includes strategic priorities and addresses standard reports and timelines. Staff reported IR and IE will be overseen by the new VP of Academic Affairs.                                  | Implemented           |
| 4.15.1 | Develop a series of Governmental Relations degree programs for online delivery. Programs should be designed specifically to provide services to state government leveraging KSU's geographic proximity to Kentucky State University.                                    | Program structure including courses to be developed, market analysis, and implementation plan. | Q4 FY 2025 | <b>Updated for the final report:</b> KSU developed several Governmental Relations degree programs including an undergraduate degree in Public Policy and Government Relations that will be offered online and is currently going through the approval process with CPE and SACSCOC.                           | Implemented           |
| 4.16.1 | Review the current Quality Enhancement Plan (QEP) and determine effectiveness and fidelity of implementation.                                                                                                                                                           | Summative report                                                                               | Q1 FY 2025 | Staff provided a copy of the QEP Impact Report that confirms this objective is complete.                                                                                                                                                                                                                      | Implemented           |

| #      | Objective                                                                 | Deliverable                                                                                                                                                                                                    | Deadline   | Validation Comments                                                                                                                                                                                                                                                                                                                                                 | Validation Result |
|--------|---------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|
| 4.17.1 | Evaluate the curriculum for all non-educator preparation programs.        | Posted RFP and contract awarded                                                                                                                                                                                | Q4 FY 2024 | Staff reported an RFP was posted to achieve this objective, but it did not yield a suitable provider. KSU submitted a new plan to CPE to support the evaluation of non-educator preparation programs. This new plan proposed KSU internally review and redesign the programs in partnership with local districts. This plan included a project timeline and budget. | Implemented       |
| 4.18.1 | Develop a plan for a new college of business, engineering, and technology | Submission and acceptance of the plan that includes, but is not limited to, a detailed rationale supporting the proposal containing relevant data and milestones and objectives with a corresponding timetable | Q4 FY 2023 | KSU staff provided the approved February 2024 Board meeting minutes that included the proposed plan, updating organizational structure, job descriptions, and estimated timetable for when the program should be operational.                                                                                                                                       | Implemented       |

## Element 5: Finance

Element 5 relates to the need for accounting and fiscal reporting systems, collections, budget, and internal controls over expenditures and financial reporting. The finance section includes separate tables with recurring quarterly and annual objectives.

| #     | Objective                                                                                                                                                                                                                                     | Deliverable                                                                                                  | Deadline   | Validation Comments                                                                                                                                                                                                                                                                                                                                                                                                                                                | Validation Result     |
|-------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------|------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|
| 5.1.4 | Evaluate and revise internal budgetary controls and provide a quarterly budget to actual report to the Board of Regents.                                                                                                                      | Audit of all contracts to determine institutional need                                                       | Q1 FY 2025 | Staff reported a comprehensive review of all contracts was completed and provided evidence that two contracts were terminated.<br><br>Staff reported they are working on documenting the process used for evaluating the contracts.                                                                                                                                                                                                                                | Implemented           |
| 5.2.1 | Improve the accounting and reporting system, as well as internal controls over financial reporting, and provide quarterly Generally Accepted Accounting Principles (GAAP) statements and other financial information to the Board of Regents. | Issue RFP and award a contract for accounting services to assist in the addressing ongoing accounting issues | Q3 FY 2023 | CPE verified that KSU implemented this objective. In late 2022, KSU entered into a contract with Your Part-Time Controller (YPTC). The vendor provided supplemental accounting services as well as budgeting and forecasting services, allowing KSU to address ongoing accounting issues directly tied to improving the accounting and reporting systems.<br><br>YPTC supported KSU with these services; however, KSU's contract with YPTC ended on June 30, 2025. | Implemented           |
| 5.2.6 | Improve the accounting and reporting system, as well as internal controls over financial reporting, and provide quarterly Generally Accepted Accounting Principles (GAAP) statements and other financial information to the Board of Regents. | Revise and update Business Procedures Manual                                                                 | Q1 FY 2025 | KSU provided an updated draft of the Business Policies and Procedures Manual, which they worked on in Q4 FY 2025 with the help of YPTC. Staff reported the manual is still in progress.                                                                                                                                                                                                                                                                            | Partially Implemented |

| #     | Objective                                                                                        | Deliverable                                                                                     | Deadline   | Validation Comments                                                                                                                                                                                                                                                | Validation Result |
|-------|--------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------|------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|
| 5.3.1 | Outsource or co-source the internal audit function and reinstate the externally managed tipline. | Award contract for internal auditing services                                                   | Q3 FY 2023 | CPE verified that KSU implemented this objective. KSU entered into a contract with Century Business Services, Inc. (CBIZ) for internal audit services in November 2022. Kentucky's Government Contract Review Committee approved the contract on November 9, 2022. | Implemented       |
| 5.3.2 | Outsource or co-source the internal audit function and reinstate the externally managed tipline. | Adopt audit plan for internal audit                                                             | Q3 FY 2023 | CPE verified that KSU implemented this objective. CBIZ has created an internal audit plan, which is currently being implemented.                                                                                                                                   | Implemented       |
| 5.3.4 | Outsource or co-source the internal audit function and reinstate the externally managed tipline. | Create external tipline policies and procedures                                                 | Q1 FY 2024 | The Board approved the Ethics Hotline (Tipline) Policy at the November 2023 Board meeting.                                                                                                                                                                         | Implemented       |
| 5.3.5 | Outsource or co-source the internal audit function and reinstate the externally managed tipline. | Update KSU's website to make the hotline more easily accessible to employees and the public     | Q1 FY 2024 | KSU's website has been updated to include the tipline information.                                                                                                                                                                                                 | Implemented       |
| 5.3.7 | Outsource or co-source the internal audit function and reinstate the externally managed tipline. | Provided training on the tipline and related policies and procedures to the entire organization | Q2 FY 2024 | The Ethics Hotline (Tipline) Policy was approved at the November 2023 Board meeting. Staff sent out a campus-wide email informing employees about the tipline.                                                                                                     | Implemented       |
| 5.4.1 | Implement a formal accounting and reporting framework for endowment distributions.               | Review endowment agreements and execute new                                                     | Q4 FY 2024 | KSU provided all endowment agreements, and the Endowment Investment and Spending Policy was approved by the Board at the December 2023 Board meeting.                                                                                                              | Implemented       |

| #     | Objective                                                                                                                                                                                                                                  | Deliverable                                                             | Deadline   | Validation Comments                                                                                                                                                                          | Validation Result |
|-------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------|------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|
|       |                                                                                                                                                                                                                                            | agreements where needed                                                 |            |                                                                                                                                                                                              |                   |
| 5.4.2 | Implement a formal accounting and reporting framework for endowment distributions.                                                                                                                                                         | Correct accounting for prior withdrawals in 2019 and 2020               | Q4 FY 2024 | KSU provided the monthly endowment journal entries, which were appropriately approved.                                                                                                       | Implemented       |
| 5.4.3 | Implement a formal accounting and reporting framework for endowment distributions.                                                                                                                                                         | Correct accounting structure for endowment accounts                     | Q4 FY 2024 | KSU provided the full list of endowments, and Baker Tilly verified the chart of accounts for encompassing all endowments.                                                                    | Implemented       |
| 5.4.4 | Implement a formal accounting and reporting framework for endowment distributions.                                                                                                                                                         | Correct endowment reporting on FY 2021 and FY 2022 financial statements | Q4 FY 2024 | KSU's 2021 Financial Audit includes the corrected endowment reporting and states this correction resolves the prior audit finding so the 2022 Financial Audit does not need to be corrected. | Implemented       |
| 5.4.5 | Implement a formal accounting and reporting framework for endowment distributions.                                                                                                                                                         | Review and update endowment investment policy                           | Q4 FY 2024 | The Endowment Investment & Spending Policy was approved by the Board at the December 2023 Board meeting.                                                                                     | Implemented       |
| 5.4.6 | Implement a formal accounting and reporting framework for endowment distributions.                                                                                                                                                         | Conduct a review of endowment manager performance                       | Q1 FY 2024 | Cerity Partners presented their review of endowment manager performance at the November 2023 Board meeting.                                                                                  | Implemented       |
| 5.5.3 | Improve the collection of student accounts receivable, including implementation of a comprehensive Student Financial Responsibility Agreement and utilization of external collection agencies, including Kentucky's Department of Revenue. | Executed Student Financial Responsibility Agreement                     | Q4 FY 2023 | The Student Financial Responsibility Agreement has been updated and approved by the Board. KSU has engaged the Keys to Recovery collection agency to collect outstanding student balances.   | Implemented       |

| #     | Objective                                                                                                                                                                                                                                  | Deliverable                                 | Deadline   | Validation Comments                                                                                                                                                                                                     | Validation Result     |
|-------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------|------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|
| 5.5.4 | Improve the collection of student accounts receivable, including implementation of a comprehensive Student Financial Responsibility Agreement and utilization of external collection agencies, including Kentucky's Department of Revenue. | Revised collection policy                   | Q4 FY 2023 | KSU provided the Board-approved collection policy, which outlines the payment guidelines for students and the collection process.                                                                                       | Implemented           |
| 5.6.1 | Complete a comprehensive review of expenses to ensure they are charged to the correct functional area and that costs are appropriately allocated to grants and auxiliary units.                                                            | Revised chart of accounts                   | Q1 FY 2025 | Staff reported they have a draft of the revenue and expense chart of accounts and are working on finalizing. They are also working on the balance sheet chart of accounts. Staff anticipate updates to both in FY 2026. | Partially Implemented |
| 5.6.2 | Complete a comprehensive review of expenses to ensure they are charged to the correct functional area and that costs are appropriately allocated to grants and auxiliary units.                                                            | Summative report on account revisions       | Q4 FY 2023 | KSU provided a summative report on the process of reviewing account revisions that appeared to be complete and reasonable.                                                                                              | Implemented           |
| 5.7.1 | Complete the Banner accounting system optimization project and ADP payroll system transition to Banner.                                                                                                                                    | Completed optimizations by module           | Q4 FY 2025 | Staff reported Banner optimizations are still in progress. Staff reported they worked with Ellucian in FY 2025 on updating modules and have the following modules planned: Travel, purchasing, and HR (payroll).        | Partially Implemented |
| 5.7.2 | Complete the Banner accounting system optimization project and ADP payroll system transition to Banner.                                                                                                                                    | Summative report on necessary optimizations | Q2 FY 2024 | KSU submitted a report on the Banner optimization project with support from Ellucian and noted the Board approved a work order for additional services through 2024.                                                    | Implemented           |

| #     | Objective                                                                                                                                                                                                              | Deliverable                                                                         | Deadline   | Validation Comments                                                                                                                                                                                                                                                                                      | Validation Result |
|-------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|
| 5.7.3 | Complete the Banner accounting system optimization project and ADP payroll system transition to Banner.                                                                                                                | Project plan for completion of ADP transition and Banner optimizations              | Q4 FY 2025 | KSU provided a plan detailing the work required to transition to Banner.                                                                                                                                                                                                                                 | Implemented       |
| 5.8.1 | Implement a long-range planning process to support the strategic and capital investment decision-making process.                                                                                                       | Contract for custodial, grounds, and facilities management                          | Q3 FY 2023 | CPE verified that KSU implemented this objective. The Board approved a contract with Sodexo at the December 2022 Board meeting. This contract is to oversee the facilities management function. Kentucky's Government Contract Review Committee approved the contract at the January 2023 Board meeting. | Implemented       |
| 5.8.2 | Implement a long-range planning process to support the strategic and capital investment decision-making process.                                                                                                       | Deferred maintenance schedule                                                       | Q4 FY 2024 | Staff provided a draft spreadsheet of the deferred maintenance schedule.<br><br>Baker Tilly also recommends KSU contract out a facilities conditions assessment to assess all facilities and develop a deferred maintenance schedule to support decision-making.                                         | Implemented       |
| 5.9.1 | Implement an enterprise risk management process to identify, evaluate, and mitigate key risks facing the institution and higher education industry, including strategic, operational, financial, and compliance risks. | Create BOR committee for enterprise risk management or assign to existing committee | Q1 FY 2025 | In the August 2024 Board meeting, the Board approved the charge to have the Finance and Audit Committee oversee enterprise risk management.                                                                                                                                                              | Implemented       |
| 5.9.2 | Implement an enterprise risk management process to identify, evaluate and mitigate key risks facing the institution and higher education industry, including strategic, operational, financial and compliance risks.   | Summative report                                                                    | Q3 FY 2025 | <b>Updated for the final report:</b> Staff provided CBIZ's enterprise risk assessment and internal audit plan for 2025-2026.                                                                                                                                                                             | Implemented       |



| #      | Objective                                                                                                                                                                                        | Deliverable                                    | Deadline   | Validation Comments                                                                                                                                                                                                                                                                                                                                                                                                                        | Validation Result |
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| 5.10.1 | Develop appropriate policies and procedures governing the key functions of treasury management, including cash management, operating investment management, debt management, and internal loans. | Cash and treasury management procedures manual | Q1 FY 2025 | <p>The Cash Management Policy was approved by the Board in August 2024.</p> <p><b>Updated for the final report:</b> The Investment &amp; Spending of Endowment Assets policy and procedures were approved by the Board in August 2025. Note that this policy was provided after the initial July 31, 2025 deadline.</p> <p>Note: CPE confirmed an internal loan policy and procedure is not needed as KSU does not use internal loans.</p> | Implemented       |
| 5.11.1 | Implement a formal endowment management framework.                                                                                                                                               | Summative report                               | Q2 FY 2024 | KSU provided the updated endowment and investment policies that were approved by the Board in December 2023.                                                                                                                                                                                                                                                                                                                               | Implemented       |
| 5.13.1 | Develop a campus master plan and a three- and five-year capital project plan focused on asset preservation.                                                                                      | Campus Master Plan and Capital Project Plan    | Q2 FY 2024 | KSU provided the campus master plan and three- and five-year capital project plan focused on asset preservation along with the approval from the Board.                                                                                                                                                                                                                                                                                    | Implemented       |
| 5.14.1 | Evaluate all established centers (Atwood, CREED, etc.) for costs/benefits.                                                                                                                       | Summative report                               | Q1 FY 2025 | Staff provided a cost-benefit evaluation of all established centers.                                                                                                                                                                                                                                                                                                                                                                       | Implemented       |
| 5.15.1 | Determine professional organizations that provide resources to assist the University with planning and evaluating effectiveness and secure membership.                                           | Summative report                               | Q1 FY 2024 | KSU provided a list of professional organizations that provide resources to assist the University with planning and evaluating effectiveness and secure membership.                                                                                                                                                                                                                                                                        | Implemented       |
| 5.16.1 | Encourage Finance staff to attend the College Business Management Institute (CBMI).                                                                                                              | Registration and report of attendance          | Q1 FY 2024 | Baker Tilly reviewed registration for four staff to attend CBMI in 2023: Rachelle Ashcraft, Tonya Walker, Danielle Barber, and Justin Peach.                                                                                                                                                                                                                                                                                               | Implemented       |

| #      | Objective                                                                                                                                                                                                      | Deliverable                                                                                                | Deadline   | Validation Comments                                                                                                                                                                                                                                                                                      | Validation Result     |
|--------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------|------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|
| 5.17.1 | Incorporate National Association of College and University Business Officers (NACUBO) Financial Accounting and Reporting Manual for Higher Education (FARM) as a guiding document for all business procedures. | Revised business procedures document                                                                       | Q1 FY 2025 | Staff reported YPTC worked on updates to the manual to include NACUBO FARM. Several sections do include FARM guidance; however, the manual is still being revised and FARM should continue to be incorporated.                                                                                           | Partially Implemented |
| 5.17.2 | Incorporate National Association of College and University Business Officers (NACUBO) Financial Accounting and Reporting Manual for Higher Education (FARM) as a guiding document for all business procedures. | Implement training program for business procedures                                                         | Q1 FY 2025 | Staff provided a schedule and meeting agendas for past training session for various business procedures including the chart of accounts, purchasing, accounts payable, and travel. Staff noted the FY 2026 sessions are being prepared but are pending the completion of the Business Procedures Manual. | Partially Implemented |
| 5.18.1 | Complete a software audit to determine if all purchased and licensed software is necessary and being used effectively.                                                                                         | Summative report                                                                                           | Q1 FY 2025 | KSU staff provided documentation that software was evaluated by staff for necessity and effectiveness.                                                                                                                                                                                                   | Implemented           |
| 5.19.1 | Completion of a five-year budget for the University.                                                                                                                                                           | Completion of a five-year budget and presentation to the KSU Board of Regents and/or its Finance Committee | Q4 FY 2024 | KSU staff presented the five-year budget in the August 2024 Board meeting.                                                                                                                                                                                                                               | Implemented           |
| 5.20.1 | Develop and submit to CPE a plan to complete all outstanding tasks related to financial management.                                                                                                            | Plan for completion of all financial management objectives                                                 | Q4 FY 2024 | KSU staff provided a plan to complete all outstanding tasks related to financial management. This plan was received and accepted by CPE.                                                                                                                                                                 | Implemented           |

## RECURRING QUARTERLY OBJECTIVES

The following table includes a summary of validation results for the recurring quarterly objectives. **Updated for the final report:** Q1 FY 2026 was added to this final report to include the review of monthly deliverables that was extended to include June and July monthly financial processes.

| #     | Objective                                                                                                                | Deliverable                                                                  | Validation Comments                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Validation Results    |                       |                       |                       |                       |                       |                       |                       |                       |
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|       |                                                                                                                          |                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Q1 FY 2024            | Q2 FY 2024            | Q3 FY 2024            | Q4 FY 2024            | Q1 FY 2025            | Q2 FY 2025            | Q3 FY 2025            | Q4 FY 2025            | Q1 FY 2026            |
| 5.1.1 | Evaluate and revise internal budgetary controls and provide a quarterly budget to actual report to the Board of Regents. | Master list of budgeted positions reconciled to departmental budgets monthly | KSU's payroll and financial systems are not well integrated, which makes it challenging for staff to pull the reports necessary to complete this reconciliation. Staff anticipate that the Banner Optimization Project that is expected to be completed by January 2026 will streamline this process. In the meantime, staff worked with Ellucian to develop the reports necessary for this reconciliation and are developing the reconciliation process.<br><br>In March through July 2025, staff | Partially Implemented | Partially Implemented | Partially Implemented | Partially Implemented | Partially Implemented | Partially Implemented | Partially Implemented | Partially Implemented | Partially Implemented |

| #     | Objective                                                                                                                | Deliver-able                                             | Validation Comments                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Validation Results    |             |                       |                       |                       |                       |                       |                       |                       |
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|       |                                                                                                                          |                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Q1 FY 2024            | Q2 FY 2024  | Q3 FY 2024            | Q4 FY 2024            | Q1 FY 2025            | Q2 FY 2025            | Q3 FY 2025            | Q4 FY 2025            | Q1 FY 2026            |
|       |                                                                                                                          |                                                          | provided draft reconciliations and noted they continue to revise the process.                                                                                                                                                                                                                                                                                                                                                                                            |                       |             |                       |                       |                       |                       |                       |                       |                       |
| 5.1.2 | Evaluate and revise internal budgetary controls and provide a quarterly budget to actual report to the Board of Regents. | Monthly budget to actual reports for E&G and Auxiliaries | <p>KSU provided drafted monthly budget to actual reports for March through July 2025, and staff reported they continue to work on a formal reconciliation process for reviewing and documenting the monthly budget to actual review process.</p> <p>Note: Additional procedures were planned for this objective, but we have been unable to complete the additional procedures given delays in KSU completing objectives and developing a revised chart of accounts.</p> | Partially Implemented | Implemented | Partially Implemented | Partially Implemented | Partially Implemented | Partially Implemented | Partially Implemented | Partially Implemented | Partially Implemented |

| #     | Objective                                                                                                                                                                                      | Deliverable                                                                                       | Validation Comments                                                                                                                                                                                                                                                                                                                                                          | Validation Results    |                       |                       |                       |                       |                       |                       |                       |                       |
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|       |                                                                                                                                                                                                |                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                              | Q1 FY 2024            | Q2 FY 2024            | Q3 FY 2024            | Q4 FY 2024            | Q1 FY 2025            | Q2 FY 2025            | Q3 FY 2025            | Q4 FY 2025            | Q1 FY 2026            |
| 5.1.3 | Evaluate and revise internal budgetary controls and provide a quarterly budget to actual report to the Board of Regents.                                                                       | Budget projection prepared monthly for E&G, Auxiliaries, Land Grant Match, and Asset Preservation | This objective was removed by CPE in the June 2024 CPE Board meeting.                                                                                                                                                                                                                                                                                                        | Partially Implemented | Partially Implemented | Partially Implemented | Partially Implemented | No Longer Required    | No Longer Required    | No Longer Required    | No Longer Required    | No Longer Required    |
| 5.2.2 | Improve the accounting and reporting system, as well as internal controls over financial reporting, and provide quarterly Generally Accepted Accounting Principles (GAAP) statements and other | Clearing accounts reconciled within 14 days of end of each month                                  | In March 2025 through July 2025, not all clearing accounts were cleared. KSU staff reported cleanup is still needed to be able to clear accounts. KSU is working with Ellucian on this process, but the work is not complete. Staff have reviewed transactions but have not allocated the transactions to the appropriate accounts. Staff reported they are actively working | Partially Implemented | Partially Implemented | Partially Implemented | Partially Implemented | Partially Implemented | Partially Implemented | Partially Implemented | Partially Implemented | Partially Implemented |

| #     | Objective                                                                                                                                                          | Deliver-able                                                 | Validation Comments                                                                                                                                                                                                                                                                  | Validation Results    |                       |                       |                       |                       |                       |                       |                       |                       |
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|       |                                                                                                                                                                    |                                                              |                                                                                                                                                                                                                                                                                      | Q1 FY 2024            | Q2 FY 2024            | Q3 FY 2024            | Q4 FY 2024            | Q1 FY 2025            | Q2 FY 2025            | Q3 FY 2025            | Q4 FY 2025            | Q1 FY 2026            |
|       | financial information to the Board of Regents.                                                                                                                     |                                                              | with the Bursar and other departments to fix these accounts.<br><br>Staff also reported they are working on reducing the number of clearing accounts to one account and are investigating whether a system issue is one of the reasons staff have been unable to clear the accounts. |                       |                       |                       |                       |                       |                       |                       |                       |                       |
| 5.2.3 | Improve the accounting and reporting system, as well as internal controls over financial reporting, and provide quarterly Generally Accepted Accounting Principles | Bank accounts reconciled within 14 days of end of each month | In March 2025 through July 2025, several bank account reconciliations were still in progress and not completed or approved. KSU staff reported they are working with Ellucian to reconcile bank accounts timely in the future. They are also working on providing                    | Partially Implemented | Partially Implemented | Partially Implemented | Partially Implemented | Partially Implemented | Partially Implemented | Partially Implemented | Partially Implemented | Partially Implemented |

| #     | Objective                                                                                                                                                                                                                                     | Deliver-able                                                       | Validation Comments                                                                                                                                                                                                                                                                                                                                                                                                                                               | Validation Results |                        |                        |                        |                        |                        |                        |                        |                        |
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|       |                                                                                                                                                                                                                                               |                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Q1 FY 2024         | Q2 FY 2024             | Q3 FY 2024             | Q4 FY 2024             | Q1 FY 2025             | Q2 FY 2025             | Q3 FY 2025             | Q4 FY 2025             | Q1 FY 2026             |
|       | (GAAP) statements and other financial information to the Board of Regents.                                                                                                                                                                    |                                                                    | training to staff on this process.                                                                                                                                                                                                                                                                                                                                                                                                                                |                    |                        |                        |                        |                        |                        |                        |                        |                        |
| 5.2.4 | Improve the accounting and reporting system, as well as internal controls over financial reporting, and provide quarterly Generally Accepted Accounting Principles (GAAP) statements and other financial information to the Board of Regents. | Monthly closing entries posted within 20 days of end of each month | <p>Baker Tilly was unable to confirm closing entries were posted within 20 days of month-end in March 2025 through July 2025 due to incomplete or missing information provided each month. This included missing or incomplete support for fuel, auxiliary charges, and credit card transactions.</p> <p>KSU finalized the month-end close checklist though staff continue to revise and update the process as needed. However, though the checklist has been</p> | Imple-mented       | Partially Imple-mented | Partially Imple-mented | Partially Imple-mented | Partially Imple-mented | Partially Imple-mented | Partially Imple-mented | Partially Imple-mented | Partially Imple-mented |

| #     | Objective                                                                                                                                                                                                                   | Deliver-able                                               | Validation Comments                                                                                                                                                                                                                                                                                                                                                                                        | Validation Results    |                       |                       |                       |                       |                       |                       |                       |                       |
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|       |                                                                                                                                                                                                                             |                                                            |                                                                                                                                                                                                                                                                                                                                                                                                            | Q1 FY 2024            | Q2 FY 2024            | Q3 FY 2024            | Q4 FY 2024            | Q1 FY 2025            | Q2 FY 2025            | Q3 FY 2025            | Q4 FY 2025            | Q1 FY 2026            |
|       |                                                                                                                                                                                                                             |                                                            | developed, several monthly items were noted as incomplete or out of balance and not every item was checked off as complete in March 2025 through July 2025.                                                                                                                                                                                                                                                |                       |                       |                       |                       |                       |                       |                       |                       |                       |
| 5.2.5 | Improve the accounting and reporting system, as well as internal controls over financial reporting, and provide quarterly Generally Accepted Accounting Principles (GAAP) statements and other financial information to the | Month closed no later than the end of the subsequent month | Baker Tilly confirmed March 2025 through July 2025 month close was recorded in Banner as closed by the end of the subsequent month. KSU finalized the month-end close checklist though staff continue to revise and update the process as needed. However, though the checklist has been developed, several monthly items were noted as incomplete or out of balance and not every item was checked off as | Partially Implemented | Partially Implemented | Partially Implemented | Partially Implemented | Partially Implemented | Partially Implemented | Partially Implemented | Partially Implemented | Partially Implemented |



| #     | Objective                                                                                                                                                                                      | Deliver-able                                                                                         | Validation Comments                                                                                                                                                                               | Validation Results |              |                        |                        |                     |                     |                     |                     |                     |
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|       |                                                                                                                                                                                                |                                                                                                      |                                                                                                                                                                                                   | Q1 FY 2024         | Q2 FY 2024   | Q3 FY 2024             | Q4 FY 2024             | Q1 FY 2025          | Q2 FY 2025          | Q3 FY 2025          | Q4 FY 2025          | Q1 FY 2026          |
|       | Board of Regents.                                                                                                                                                                              |                                                                                                      | complete in March 2025 through July 2025.<br><br>Staff also reported they continue to meet with everyone involved in the process to discuss responsibilities and provide training on the process. |                    |              |                        |                        |                     |                     |                     |                     |                     |
| 5.2.7 | Improve the accounting and reporting system, as well as internal controls over financial reporting, and provide quarterly Generally Accepted Accounting Principles (GAAP) statements and other | Statement of Revenues, Expenses and Changes in Net Position by 15th of each month (income statement) | This objective was removed by CPE in the June 2024 CPE Board meeting.                                                                                                                             | Imple-mented       | Imple-mented | Partially Imple-mented | Partially Imple-mented | No Longer Re-quired | No Longer Re-quired | No Longer Re-quired | No Longer Re-quired | No Longer Re-quired |

| #     | Objective                                                                                                                                                                                                                                     | Deliver-able                                                                      | Validation Comments                                                   | Validation Results |                       |                       |                       |                    |                    |                    |                    |                    |
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|       |                                                                                                                                                                                                                                               |                                                                                   |                                                                       | Q1 FY 2024         | Q2 FY 2024            | Q3 FY 2024            | Q4 FY 2024            | Q1 FY 2025         | Q2 FY 2025         | Q3 FY 2025         | Q4 FY 2025         | Q1 FY 2026         |
|       | financial information to the Board of Regents.                                                                                                                                                                                                |                                                                                   |                                                                       |                    |                       |                       |                       |                    |                    |                    |                    |                    |
| 5.2.8 | Improve the accounting and reporting system, as well as internal controls over financial reporting, and provide quarterly Generally Accepted Accounting Principles (GAAP) statements and other financial information to the Board of Regents. | Statement of Net Position by the 15th of each month (cash flow and trial balance) | This objective was removed by CPE in the June 2024 CPE Board meeting. | Not Implemented    | Partially Implemented | Partially Implemented | Partially Implemented | No Longer Required | No Longer Required | No Longer Required | No Longer Required | No Longer Required |

| #     | Objective                                                                                                                                                                                                                                     | Deliverable                                              | Validation Comments                                                                                                                                                                                           | Validation Results    |                       |                       |                       |                       |                       |                       |                       |                       |
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|       |                                                                                                                                                                                                                                               |                                                          |                                                                                                                                                                                                               | Q1 FY 2024            | Q2 FY 2024            | Q3 FY 2024            | Q4 FY 2024            | Q1 FY 2025            | Q2 FY 2025            | Q3 FY 2025            | Q4 FY 2025            | Q1 FY 2026            |
| 5.2.9 | Improve the accounting and reporting system, as well as internal controls over financial reporting, and provide quarterly Generally Accepted Accounting Principles (GAAP) statements and other financial information to the Board of Regents. | Credit card account reconciliations completed each month | Baker Tilly reviewed credit card reconciliations for March 2025 through July 2025 and found not all journal entries and/or supporting documentation was provided each month or not all items were reconciled. | Partially Implemented | Partially Implemented | Partially Implemented | Partially Implemented | Partially Implemented | Partially Implemented | Partially Implemented | Partially Implemented | Partially Implemented |

| #      | Objective                                                                                                                                                                                                                                     | Deliverable                                               | Validation Comments                                                   | Validation Results    |             |                       |                       |                    |                    |                    |                    |                    |
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|        |                                                                                                                                                                                                                                               |                                                           |                                                                       | Q1 FY 2024            | Q2 FY 2024  | Q3 FY 2024            | Q4 FY 2024            | Q1 FY 2025         | Q2 FY 2025         | Q3 FY 2025         | Q4 FY 2025         | Q1 FY 2026         |
| 5.2.11 | Improve the accounting and reporting system, as well as internal controls over financial reporting, and provide quarterly Generally Accepted Accounting Principles (GAAP) statements and other financial information to the Board of Regents. | Balance of asset preservation fund reserves for month-end | This objective was removed by CPE in the June 2024 CPE Board meeting. | Partially Implemented | Implemented | Partially Implemented | Partially Implemented | No Longer Required | No Longer Required | No Longer Required | No Longer Required | No Longer Required |

| #      | Objective                                                                                                                                                                                                                                     | Deliverable                    | Validation Comments                                                                                                                                                                | Validation Results |                       |                       |                       |                       |                       |                       |                       |                       |
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|        |                                                                                                                                                                                                                                               |                                |                                                                                                                                                                                    | Q1 FY 2024         | Q2 FY 2024            | Q3 FY 2024            | Q4 FY 2024            | Q1 FY 2025            | Q2 FY 2025            | Q3 FY 2025            | Q4 FY 2025            | Q1 FY 2026            |
| 5.2.12 | Improve the accounting and reporting system, as well as internal controls over financial reporting, and provide quarterly Generally Accepted Accounting Principles (GAAP) statements and other financial information to the Board of Regents. | Accounts payable aging summary | Baker Tilly reviewed the accounts payable aging details for March 2025 and July 2025, which were incomplete with some differences noted in the aging summary and support provided. | Implemented        | Partially Implemented | Partially Implemented | Partially Implemented | Partially Implemented | Partially Implemented | Partially Implemented | Partially Implemented | Partially Implemented |

| #     | Objective                                                                                        | Deliverable                                                                                   | Validation Comments                                                                                                                                                                                                                         | Validation Results    |                       |             |                 |                 |                 |             |             |                             |
|-------|--------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|-----------------------|-------------|-----------------|-----------------|-----------------|-------------|-------------|-----------------------------|
|       |                                                                                                  |                                                                                               |                                                                                                                                                                                                                                             | Q1 FY 2024            | Q2 FY 2024            | Q3 FY 2024  | Q4 FY 2024      | Q1 FY 2025      | Q2 FY 2025      | Q3 FY 2025  | Q4 FY 2025  | Q1 FY 2026                  |
| 5.3.3 | Outsource or co-source the internal audit function and reinstate the externally managed tipline. | Reinstitute external tipline                                                                  | The external tipline was reinstated in the middle of 2022 and an external vendor was contracted in April 2023 to handle all calls. Baker Tilly verified the tipline phone number continues to be active and website reporting is available. | Implemented           | Implemented           | Implemented | Implemented     | Implemented     | Implemented     | Implemented | Implemented | Not evaluated in Q1 FY 2026 |
| 5.3.6 | Outsource or co-source the internal audit function and reinstate the externally managed tipline. | Monitor execution of internal audit plan and delivery of audit reports to the audit committee | The June 2025 Finance & Advancement Committee Board meeting minutes included an agenda item to review the internal audit status report by the external internal auditor.                                                                    | Implemented           | Implemented           | Implemented | Implemented     | Implemented     | Not Implemented | Implemented | Implemented | Not evaluated in Q1 FY 2026 |
| 5.3.8 | Outsource or co-source the internal audit function and reinstate                                 | Quarterly reports on tipline activity provided to the audit committee                         | The June 2025 Finance & Advancement Committee Board meeting minutes included an agenda item to                                                                                                                                              | Partially Implemented | Partially Implemented | Implemented | Not Implemented | Not Implemented | Implemented     | Implemented | Implemented | Not evaluated in Q1 FY 2026 |

| #     | Objective                                                                                                                                                                                                                                  | Deliver-able                          | Validation Comments                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Validation Results    |             |                       |             |             |                       |             |                       |                       |
|-------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|-------------|-----------------------|-------------|-------------|-----------------------|-------------|-----------------------|-----------------------|
|       |                                                                                                                                                                                                                                            |                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Q1 FY 2024            | Q2 FY 2024  | Q3 FY 2024            | Q4 FY 2024  | Q1 FY 2025  | Q2 FY 2025            | Q3 FY 2025  | Q4 FY 2025            | Q1 FY 2026            |
|       | the externally managed tipline.                                                                                                                                                                                                            |                                       | review the ethics hotline report.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                       |             |                       |             |             |                       |             |                       |                       |
| 5.5.1 | Improve the collection of student accounts receivable, including implementation of a comprehensive Student Financial Responsibility Agreement and utilization of external collection agencies, including Kentucky's Department of Revenue. | Monthly report of collection activity | <p>In March 2025, staff reported no transactions were recorded due to outstanding inquiries. Staff reported collection activity would be combined with posted transactions in April. In April 2025, a total of \$8,276 was collected.</p> <p>Staff provided a report in May 2025. However, staff reported Keys to Recovery made an error on the report and is currently working on corrections. No report was provided in June 2025 or in July 2025.</p> <p>Keys to Recovery has collected more than \$22,318.32 in</p> | Partially Implemented | Implemented | Partially Implemented | Implemented | Implemented | Partially Implemented | Implemented | Partially Implemented | Partially Implemented |

| #     | Objective                                                                                                                                                                                                                                  | Deliverable                                    | Validation Comments                                                                                                                                                                                                                                                                                                                                                       | Validation Results |             |                       |                       |             |                       |                       |                       |                       |
|-------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|-------------|-----------------------|-----------------------|-------------|-----------------------|-----------------------|-----------------------|-----------------------|
|       |                                                                                                                                                                                                                                            |                                                |                                                                                                                                                                                                                                                                                                                                                                           | Q1 FY 2024         | Q2 FY 2024  | Q3 FY 2024            | Q4 FY 2024            | Q1 FY 2025  | Q2 FY 2025            | Q3 FY 2025            | Q4 FY 2025            | Q1 FY 2026            |
|       |                                                                                                                                                                                                                                            |                                                | 2024 and \$31,262.13 from 2024 to April 2025, showing continued progress in collections.                                                                                                                                                                                                                                                                                  |                    |             |                       |                       |             |                       |                       |                       |                       |
| 5.5.2 | Improve the collection of student accounts receivable, including implementation of a comprehensive Student Financial Responsibility Agreement and utilization of external collection agencies, including Kentucky's Department of Revenue. | Monthly report of outstanding student balances | The monthly reports on outstanding student balances have shown decreases in student balances each month; however, there are some inaccuracies in the report related to a system error with Banner that has resulted in several student account balance differences from the aging report to balances in Banner. Staff are actively working to fix these reporting issues. | Implemented        | Implemented | Partially Implemented | Partially Implemented | Implemented | Partially Implemented | Partially Implemented | Partially Implemented | Partially Implemented |



| #      | Objective                                                                                                                   | Deliverable                                   | Validation Comments                                                                                                                                                                         | Validation Results    |                       |                       |                       |                       |                       |             |             |                             |
|--------|-----------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-------------|-------------|-----------------------------|
|        |                                                                                                                             |                                               |                                                                                                                                                                                             | Q1 FY 2024            | Q2 FY 2024            | Q3 FY 2024            | Q4 FY 2024            | Q1 FY 2025            | Q2 FY 2025            | Q3 FY 2025  | Q4 FY 2025  | Q1 FY 2026                  |
| 5.8.3  | Implement a long-range planning process to support the strategic and capital investment decision-making process.            | Asset Preservation Funding Allocation Program | KSU staff provided the asset preservation and deferred maintenance schedules as of June 2025. In the prior quarter, staff provided the planning process for the asset preservation program. | Partially Implemented | Partially Implemented | Partially Implemented | Partially Implemented | Partially Implemented | Not Implemented       | Implemented | Implemented | Not evaluated in Q1 FY 2026 |
| 5.12.1 | Implement quarterly reporting to the Board of Regents on the President's travel, entertainment, and discretionary expenses. | Quarterly report                              | The report on the President's expenses and travel was reported at the June 2025 Board meeting.                                                                                              | Implemented           | Implemented           | Not Implemented       | Partially Implemented | Partially Implemented | Partially Implemented | Implemented | Implemented | Not evaluated in Q1 FY 2026 |

Note: Objective 5.8.3 was moved from the one-time section to the recurring quarterly section.

## RECURRING ANNUAL OBJECTIVES MOVED TO QUARTERLY

The following table includes a summary of validation results for the recurring annual objectives that were moved to quarterly objectives during a meeting with CPE in March 2025 (Q3 FY 2025).

| #      | Objective                                                                                                                                                                                       | Deliverable                   | Validation Comments                                                                 | Validation Results |                       |                       |                 |
|--------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|-------------------------------------------------------------------------------------|--------------------|-----------------------|-----------------------|-----------------|
|        |                                                                                                                                                                                                 |                               |                                                                                     | Q1 FY 2024         | Q1 FY 2025            | Q3 FY 2025            | Q4 FY 2025      |
| 5.1.5  | Evaluate and revise internal budgetary controls and provide a quarterly budget to actual report to the Board of Regents.                                                                        | Annual Budget Variance Report | Staff presented the budget to actual report to date at the June 2025 Board meeting. | Implemented        | Partially Implemented | Partially Implemented | Implemented     |
| 5.10.2 | Develop appropriate policies and procedures governing the key functions of treasury management, including cash management, operating investment management, debt management and internal loans. | Annual cash flow projection   | Staff did not provide a copy of the cash forecasts in Q4 FY 2025.                   | Implemented        | Partially Implemented | Implemented           | Not Implemented |

## RECURRING ANNUAL OBJECTIVES

The following table includes a summary of validation results for the recurring annual objectives, some of which are due in Q1 and some in Q2.

| #      | Objective                                                                                                                                                                                                                                     | Deliverable                         | Validation Comments                                                                                                                                                                                                                                                                                                                                                                                                                                              | Validation Results |                       |            |                       |                       |
|--------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|-----------------------|------------|-----------------------|-----------------------|
|        |                                                                                                                                                                                                                                               |                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Q1 FY 2024         | Q2 FY 2024            | Q1 FY 2025 | Q2 FY 2025            | Q4 FY 2025            |
| 5.2.10 | Improve the accounting and reporting system, as well as internal controls over financial reporting, and provide quarterly Generally Accepted Accounting Principles (GAAP) statements and other financial information to the Board of Regents. | Annual Financial Statement Analysis | The 2023 Financial Statement Audit was completed in May 2023. The 2024 Financial Statement Audit is currently in progress and expected to be completed in Q1 or Q2 FY 2026.                                                                                                                                                                                                                                                                                      | N/A                | Partially Implemented | N/A        | Partially Implemented | Partially Implemented |
| 5.4.7  | Implement a formal accounting and reporting framework for endowment distributions.                                                                                                                                                            | Report on Fundraising Efficiency    | <p>KSU provided a presentation on the Office of Institutional Advancement to the Board in December 2024.</p> <p>The benchmark for this objective requires an improvement in KSU's fundraising efficiency ratio, and the Q2 FY 2025 report did not include a fundraising efficiency ratio or the budget for fundraising efforts to calculate the ratio.</p> <p>In Q3 FY 2025, staff provided an updated fundraising efficiency report with efficiency ratios.</p> | N/A                | Implemented           | N/A        | Partially Implemented | Implemented           |

## Element 6: Student Success

Element 6 relates to the need for student success and enrollment management strategies.

| #     | Objective                                                                                                                                                                      | Deliverable                                                  | Deadline   | Validation Comments                                                                                                                                                                                                                                                                                                                                                                                                                                      | Validation Result |
|-------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------|------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|
| 6.1.1 | Review the current reporting and organizational structure across student success and enrollment management units to improve communication, efficiency, and effectiveness.      | Summative report and updated organizational chart            | Q3 FY 2023 | CPE verified that KSU implemented this objective. The Student Services division was restructured to refocus Student Services on creating intentionality in the conditions that enhance student learning and development, as well as encouraging student commitment to educationally purposeful activities both inside and outside the classroom. Enrollment Services, Student Success, and the Dean of Students Office are included in Student Services. | Implemented       |
| 6.2.1 | Develop a coordinated enrollment management function and plan, including but not limited to specific targeting of Kentucky students.                                           | Summative report and Implementation Plan                     | Q2 FY 2024 | Staff provided the Admissions Recruitment Plan that addresses enrollment management and targets specific Kentucky students.                                                                                                                                                                                                                                                                                                                              | Implemented       |
| 6.3.1 | With the assistance of a private consultant, develop a student success model rooted in evidence-based best practices to support KSU admits from enrollment through completion. | Participation in James Graham Brown Foundation Grant Project | Q1 FY 2025 | KSU collaborated with the Advising Success Network (ASN) to reimagine academic advising, including developing a shared understanding of the role of the advisor in student performance and results, creating a definition for operational advising, and examining and improving process mapping for advising processes. This resulted in the development of training models and guidance documentation for advisors.                                     | Implemented       |
| 6.4.1 | Redesign the first-year experience course to integrate career exploration, academic planning and transition support content, and resources.                                    | Summative report and implementation and training plan        | Q1 FY 2025 | KSU executed a contract in June 2024 with a consultant to redesign the first-year experience course. The redesign implementation and training plan were provided in October 2024.                                                                                                                                                                                                                                                                        | Implemented       |

| #     | Objective                                                                                                                                                                                                                                                                      | Deliverable                              | Deadline   | Validation Comments                                                                                                                                                                                                                                                                                                                                                            | Validation Result     |
|-------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------|------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|
| 6.5.1 | Develop and improve processes at the opening of each academic term, including a student communication plan, housing (application, assignment, and billing), student orientation, tuition/room and Board billing, and payment deadlines and student financial responsibilities. | Summative report and implementation plan | Q4 FY 2024 | Staff developed several project plans and schedules for opening each academic term that outlines objectives, tasks, timelines, and responsible parties for key activities such as housing, orientation, billing, and financial services. Staff reported this is an iterative process and KSU will work to continuously improve processes at the opening of each academic term. | Implemented           |
| 6.6.1 | Evaluate the case management program implemented in the online program. Review results over the first year and consider what if any techniques can be implemented for the residential program.                                                                                 | Summative report                         | Q1 FY 2025 | <b>Updated for the final report:</b> KSU reported they made some updates to the residential program based on a report from a consultant but reported a formal evaluation of the online case management program was not completed.                                                                                                                                              | Partially Implemented |
| 6.7.1 | Establish cross-training expectations and succession planning across student affairs units to limit the impact of staff turnover and vacancies.                                                                                                                                | Summative report and implementation plan | Q2 FY 2024 | Staff provided a summative report and implementation plan on cross-training expectations and succession planning across student affairs to limit the impact of staff turnover and vacancies.                                                                                                                                                                                   | Implemented           |
| 6.8.1 | Complete a comprehensive, programmatic evaluation of the 2+2 academic and career advising model, providing recommendations for improvement based on evidence-based best practices.                                                                                             | Summative report                         | Q4 FY 2025 | Staff provided a summary report on its evaluation of the 2+2 academic and career advising model, including recommendations for improvement related to pairing professional advising with faculty career coaching.                                                                                                                                                              | Implemented           |
| 6.9.1 | Evaluate the effectiveness of the pre-college academy, University College, and overall advising model with recommendations for improvement and training supports.                                                                                                              | Summative report                         | Q4 FY 2024 | Staff provided a summative report detailing the organizational restructure of the Student Affairs division, which included changes to the University College. The University College was renamed the Student Success Center.<br><br>The University College Model Summative Report and student success training plan and                                                        | Implemented           |

| #      | Objective                                                                                                                                                                                                                                                                                      | Deliverable                                                                            | Deadline   | Validation Comments                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Validation Result     |
|--------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------|------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|
|        |                                                                                                                                                                                                                                                                                                |                                                                                        |            | modules provide verification an evaluation was completed to meet this objective.                                                                                                                                                                                                                                                                                                                                                                                      |                       |
| 6.10.1 | Evaluate athletics programming and structures to improve processes around enrollment, recruitment and student success measures and determine the cost benefit of athletic program offerings, recommending any necessary restructuring, including competition level and conference affiliation. | Summative report                                                                       | Q3 FY 2025 | Staff provided an Athletics Program Review and Feasibility study that evaluated the athletics program and structures that meets the elements of the objective.                                                                                                                                                                                                                                                                                                        | Implemented           |
| 6.10.2 | Issue a Request for Proposal (RFP) for a review of The Department of Intercollegiate Athletics.                                                                                                                                                                                                | Issuance of RFP                                                                        | Q4 FY 2024 | KSU issued an RFP in May 2024 for a qualified vendor to provide a comprehensive review of the intercollegiate athletics program.                                                                                                                                                                                                                                                                                                                                      | Implemented           |
| 6.11.1 | Create a sustainable Summer Bridge Program for potentially at-risk incoming freshmen.                                                                                                                                                                                                          | Detailed summer bridge program plan and budget                                         | Q4 FY 2023 | KSU developed the Accelerate Summer Bridge Program that aims to serve as an accelerated supplemental instruction model designed to prepare participating students to enter credit-bearing coursework in the first semester of college. KSU previously offered a five-week summer bridge program via the Pre-College Academy. Accelerate was designed as a two-week program for financial stability purposes but may be returned to a five-week program in the future. | Implemented           |
| 6.12.1 | Improve support for student mental health.                                                                                                                                                                                                                                                     | Participate in the Jed Foundation Program and provide mental health first aid training | Q4 FY 2024 | Staff reported KSU continues to participate in the four-year Jed Foundation Program.<br><br>Staff provided a certificate and summative report confirming the Director of Student Wellness and Experience completed the Mental Health First Aid (MHFA) Facilitator training in April 2025. Staff noted the first training for faculty and staff will be offered on July 22, 2025, and additional trainings will be held each semester during the Faculty/Staff         | Partially Implemented |

| #      | Objective                                                               | Deliverable                                                                                                                                                                                     | Deadline   | Validation Comments                                                                                                                                                                                                                                                                      | Validation Result |
|--------|-------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|
|        |                                                                         |                                                                                                                                                                                                 |            | Institute and once mid-semester as new employees are onboarded. Once the first training has been completed, the objective will be implemented.                                                                                                                                           |                   |
| 6.13.1 | Create a center for Global Learning and International Student Services. | Submission of the plan that includes, but is not limited to, a detailed rationale supporting the proposal containing relevant data and milestones and objectives with a corresponding timetable | Q3 FY 2023 | KSU submitted the plan for creating the Center for Global Learning and International Student Services to the Board for the February 2024 Board meeting. This plan included a rationale for the program, activity objectives, proposed deadlines for implementation, and proposed budget. | Implemented       |

## Element 7: Student Academic Progress

Element 7 relates to the need for student academic progress and results.

| #     | Objective                                                                                                                       | Deliverable                              | Deadline    | Validation Comments                                                                                                                                                | Validation Result |
|-------|---------------------------------------------------------------------------------------------------------------------------------|------------------------------------------|-------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|
| 7.6.1 | Develop a system to manage institution-wide and program/departmental student cohorts to improve completion rates.               | Summative report and implementation plan | Q2 FY 2024  | KSU provided an updated summative report detailing the system put in place to manage institution-wide and program student cohorts to improve completion rates.     | Implemented       |
| 7.7.1 | Implement a predictive analytics model to develop a student recruitment profile and early warning system for enrolled students. | Summative report and implementation plan | Annually Q2 | <b>Updated for the final report:</b> KSU partnered with DataKind to design a predictive analytics model. The model has been developed and continues to be refined. | Implemented       |

| #     | Objective                                                                                                                           | Deliverable                           | Deadline   | Validation Comments                                                                                                                                                                | Validation Result |
|-------|-------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------|------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|
| 7.8.1 | Conduct a campus climate survey and provide an improvement plan (if necessary) to address issues discovered in the survey analysis. | Summative report and improvement plan | Q1 FY 2025 | Staff provided a summative report of the campus climate survey that included a brief list of areas they have improved and plan to improve from the areas identified in the survey. | Implemented       |

## Element 8: Online Programs

Element 8 relates to the need for development and enhancement of online offerings.

| #     | Objective                                                                                                                                                                                                                                                  | Deliverable                                    | Deadline   | Validation Comments                                                                                                                                                                                                                                                                           | Validation Result |
|-------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------|------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|
| 8.1.1 | Identify a partner to develop an online program infrastructure and model, which shall include but not be limited to competency-based programs for business, public administration, and education.                                                          | Issue RFP and contract award                   | Q4 FY 2023 | KSU provided the contract with Magellan Learning Solutions to develop an online program infrastructure and model.                                                                                                                                                                             | Implemented       |
| 8.2.1 | Utilize Gray Associates PES+ Market system to identify high-demand online programs to implement.                                                                                                                                                           | Summative report and proposal development plan | Q4 FY 2023 | KSU contracted with Magellan Learning Solutions to relaunch and reinvigorate KSU online. Magellan Learning Solutions developed a proposed development plan for online programs that KSU is following. The cybersecurity program was approved by the Board in the February 2024 Board meeting. | Implemented       |
| 8.3.1 | Determine an operating structure for a distinct KSU online subsidiary through an evaluation of the following: <ul style="list-style-type: none"> <li>A separate administrative structure to increase autonomy and innovation in online learning</li> </ul> | Summative report and implementation plan       | Q3 FY 2024 | KSU provided documentation outlining the operating structure for a distinct online subsidiary and included a separate administrative structure, assessment of financial aid issues, evaluation of an eight-week model, and use of a case management model. Staff                              | Implemented       |



| #     | Objective                                                                                                                                                                                                                                                                                                                                                                    | Deliverable      | Deadline   | Validation Comments                                                                                                                                                                                                                                                                                                             | Validation Result |
|-------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|
|       | <ul style="list-style-type: none"> <li>• Potential financial aid issues associated with an online subsidiary</li> <li>• The effectiveness of a competency-based, eight-week model for online learning</li> <li>• The use of a case management model in which students and families are assigned one point of contact throughout the enrollment management process</li> </ul> |                  |            | also provided an implementation schedule for this work.                                                                                                                                                                                                                                                                         |                   |
| 8.4.1 | Implement innovative evaluation methods of online learning quality to ensure online programs meet nationally recognized quality assurance standards.                                                                                                                                                                                                                         | Summative Report | Q4 FY 2025 | Staff provided the evaluation procedures, including the Online Standards of Instruction Policy, Online Faculty Handbook (2024), and the Assessment of Online Instruction Rubric. These documents outline the evaluation process and criteria for online courses and reference the need to meet nationally recognized standards. | Implemented       |
| 8.5.1 | Develop an online general education curriculum aligned with CPE's transfer policy.                                                                                                                                                                                                                                                                                           | Curriculum       | Q4 FY 2024 | KSU offers online degree programs in partnership with Kentucky Community and Technical College System, which are aligned with CPE's transfer policy.                                                                                                                                                                            | Implemented       |

# Appendix B: Policy and Procedures

The following tables include a status of University policies to be updated as of October 10, 2025. The completion status indicates whether the policy was documented and approved by the Board by the revision deadline. Several policies are interim policies. An interim policy is a provisional policy issued when a University-wide policy is needed before the standard policy creation process can be completed. Interim policies expire six months from the President's approval.

This table includes priority status on all incomplete policies. All high-priority policies are those explicitly called out in the MIP. Lower-priority policies are those that were revised in the last two to three years and are not expected to have changed in the last few years. The highest-priority policies that are currently incomplete are listed in the table below and the complete list of policies identified by staff are included in the next table.

## ALL POLICIES

The following table includes the status of all policies identified by staff for this review.

| Policy Name                   | Current Policy Owner                       | Last Policy Revision Date | New Policy Revision Deadline | Completed?                 | Priority | Policy Notes                                                                                                                    |
|-------------------------------|--------------------------------------------|---------------------------|------------------------------|----------------------------|----------|---------------------------------------------------------------------------------------------------------------------------------|
| Business Manual               | Finance & Business Affairs                 | 2010                      | 12/31/2024                   | No                         | High     | Some related interim policies are completed and included in this table. The Business Manual was last updated in September 2025. |
| Budgeted Position List Policy | Human Resources                            | 9/26/2025                 | No due date set              | Interim Policy Established | High     | Provided update after the July 31, 2025 deadline.                                                                               |
| Employee Benefits Policy      | Human Resources                            | 9/26/2025                 | 12/31/2024                   | Interim Policy Established | High     | Provided update after the July 31, 2025 deadline.<br>Renamed from Faculty Benefits to Employee Benefits Policy.                 |
| Non-Fraternization Policy     | Office of General Counsel; Human Resources | 9/26/2025                 | 12/31/2024                   | Interim Policy Established | High     | Provided update after the July 31, 2025 deadline.                                                                               |

| Policy Name                                              | Current Policy Owner                       | Last Policy Revision Date | New Policy Revision Deadline | Completed? | Priority | Policy Notes                                                                                                                                                                                       |
|----------------------------------------------------------|--------------------------------------------|---------------------------|------------------------------|------------|----------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Compensation Policy                                      | Human Resources                            | 8/8/2025                  | No due date set              | Yes        | High     | Provided update after the July 31, 2025 deadline.                                                                                                                                                  |
| Faculty Handbook                                         | Academic Affairs                           | October 2025              | 12/31/2024                   | Yes        | High     | Provided update after the July 31, 2025 deadline.                                                                                                                                                  |
| Grievance Regulation                                     | Academic Affairs                           | 8/8/2025                  | No due date set              | Yes        | High     | Provided update after the July 31, 2025 deadline.                                                                                                                                                  |
| Integrity and Ethics                                     | Office of General Counsel; Human Resources | 8/8/2025                  | 12/31/2024                   | Yes        | High     | Provided update after the July 31, 2025 deadline.                                                                                                                                                  |
| K-Book (Student Handbook)                                | Student Affairs                            | 7/26/2025                 | 12/31/2023                   | Yes        | High     | Provided update after the July 31, 2025 deadline.                                                                                                                                                  |
| Gifts Acceptance Policy                                  | Finance & Business Affairs                 | 8/8/2025                  | No due date set              | Yes        | High     | Provided update after the July 31, 2025 deadline.<br>Baker Tilly added from objective 3.14.1. Renamed from Philanthropic, Fundraising, and Stewardship of Gifts Policy to Gifts Acceptance Policy. |
| HR Policy Manual                                         | Human Resources                            | 3/26/2013                 | 12/31/2024                   | N/A        | High     | Removed, separate polices were developed.                                                                                                                                                          |
| Instructional Technology/Online Course Enrollment/Access | Academic Affairs                           | Unknown                   | 12/31/2024                   | No         | Medium   | KSU has an Online Course Attendance Policy but not an IT/Online Source Enrollment/Access Policy.                                                                                                   |
| Online Learning Policy                                   | Academic Affairs                           | Unknown                   | 12/31/2024                   | No         | Medium   | N/A                                                                                                                                                                                                |

| Policy Name                                        | Current Policy Owner           | Last Policy Revision Date | New Policy Revision Deadline | Completed?                 | Priority | Policy Notes                                                                                                                                         |
|----------------------------------------------------|--------------------------------|---------------------------|------------------------------|----------------------------|----------|------------------------------------------------------------------------------------------------------------------------------------------------------|
| Sponsored Programs                                 | Office of the President        | Unknown                   | 12/31/2024                   | No                         | Medium   | Some guidance is provided in the Subaward Management on Sponsored Projects Regulation.                                                               |
| Students in Research Policy                        | Academic Affairs               | 2012 or 2013              | 12/31/2024                   | No                         | Medium   | N/A                                                                                                                                                  |
| Trainings Policy                                   | Finance & Business Affairs     | Unknown                   | 12/31/2024                   | No                         | Medium   | N/A                                                                                                                                                  |
| Active Shooter Emergency Plan                      | Student Affairs                | 9/26/2025                 | 12/31/2024                   | Interim Policy Established | Medium   | Provided update after the July 31, 2025 deadline.                                                                                                    |
| Challenge by Examination                           | Academic Affairs               | October 2025              | 12/31/2024                   | Interim Policy Established | Medium   | Provided update after the July 31, 2025 deadline.                                                                                                    |
| Consumer Information Guide                         | Academic Affairs               | 9/26/2025                 | 12/31/2024                   | Interim Policy Established | Medium   | Provided update after the July 31, 2025 deadline.                                                                                                    |
| Course Enrollment Policy                           | Academic Affairs               | 9/26/2025                 | 12/31/2024                   | Interim Policy Established | Medium   | Provided update after the July 31, 2025 deadline.                                                                                                    |
| Credit for Prior Learning (Credit for Life) Policy | Academic Affairs               | 9/26/2025                 | 12/31/2024                   | Interim Policy Established | Medium   | Provided update after the July 31, 2025 deadline.<br>Renamed from Credit Earning Alternatives to Credit for Prior Learning (Credit for Life Policy). |
| Delays and Cancellations                           | Marketing and Public Relations | 9/26/2025                 | 12/31/2024                   | Interim Policy Established | Medium   | Provided update after the July 31, 2025 deadline.                                                                                                    |
| Dual Enrollment/Dual Credit Policy                 | Academic Affairs               | 9/26/2025                 | 12/31/2024                   | Interim Policy Established | Medium   | Provided update after the July 31, 2025 deadline.                                                                                                    |

| Policy Name                                 | Current Policy Owner                                | Last Policy Revision Date | New Policy Revision Deadline | Completed?                 | Priority | Policy Notes                                                                                                                       |
|---------------------------------------------|-----------------------------------------------------|---------------------------|------------------------------|----------------------------|----------|------------------------------------------------------------------------------------------------------------------------------------|
| Student Residency Policy                    | Academic Affairs                                    | 9/26/2025                 | 12/31/2024                   | Interim Policy Established | Medium   | Provided update after the July 31, 2025 deadline.<br>Renamed from Establishment of Kentucky Residency to Student Residency Policy. |
| Internal Audit Charter Policy               | Internal Auditor                                    | 9/26/2025                 | 12/31/2024                   | Interim Policy Established | Medium   | Provided update after the July 31, 2025 deadline.<br>Renamed from Internal Audit Policy Manual to Internal Audit Charter Policy.   |
| International Student Policy                | Unspecified                                         | 9/26/2025                 | 12/31/2024                   | Interim Policy Established | Medium   | Provided update after the July 31, 2025 deadline.                                                                                  |
| Satisfactory Academic Progress (SAP) Policy | Finance & Business Affairs                          | 9/26/2025                 | 12/31/2024                   | Interim Policy Established | Medium   | Provided update after the July 31, 2025 deadline.                                                                                  |
| Student Athlete Handbook                    | Athletics                                           | 9/26/2025                 | 12/31/2024                   | Interim Policy Established | Medium   | Provided update after the July 31, 2025 deadline.                                                                                  |
| Student Financial Aid Policy                | Finance & Business Affairs                          | 9/26/2025                 | 12/31/2024                   | Interim Policy Established | Medium   | Provided update after the July 31, 2025 deadline.                                                                                  |
| Title IV Policy                             | Finance & Business Affairs                          | 9/26/2025                 | 12/31/2024                   | Interim Policy Established | Medium   | Provided update after the July 31, 2025 deadline.                                                                                  |
| Tuition Refund Policy                       | Office of the Bursar;<br>Finance & Business Affairs | 9/26/2025                 | 12/31/2024                   | Interim Policy Established | Medium   | Provided update after the July 31, 2025 deadline.                                                                                  |

| Policy Name                          | Current Policy Owner                                                   | Last Policy Revision Date | New Policy Revision Deadline | Completed? | Priority | Policy Notes                                                                                                                                                             |
|--------------------------------------|------------------------------------------------------------------------|---------------------------|------------------------------|------------|----------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Academic Load                        | Unspecified                                                            | 8/8/2025                  | 12/31/2024                   | Yes        | Medium   | <p>Provided update after the July 31, 2025 deadline.</p> <p>Renamed from Academic Load to Academic Load, Credit Hour, and Course Numbering Regulation.</p>               |
| Academic Scholarships                | Office of the Provost and Vice President of Academic & Student Affairs | 8/8/2025                  | 12/31/2024                   | Yes        | Medium   | <p>Provided update after the July 31, 2025 deadline.</p> <p>Updated with Board approval on August 8, 2025; previous interim approval on June 23, 2025.</p>               |
| Academic Standing (Undergraduates)   | Office of the Provost and Vice President of Academic & Student Affairs | 8/8/2025                  | 12/31/2024                   | Yes        | Medium   | <p>Provided update after the July 31, 2025 deadline.</p> <p>Updated with Board approval on August 8, 2025; previous interim approval on June 23, 2025.</p>               |
| Admission to University              | Student Affairs                                                        | 8/8/2025                  | 12/31/2024                   | Yes        | Medium   | <p>Provided update after the July 31, 2025 deadline.</p>                                                                                                                 |
| Appeals to Academic Status           | Academic Affairs                                                       | 8/8/2025                  | 12/31/2024                   | Yes        | Medium   | <p>Provided update after the July 31, 2025 deadline.</p>                                                                                                                 |
| Appropriate Use of Technology Policy | Finance & Business Affairs                                             | 8/8/2025                  | 12/31/2024                   | Yes        | Medium   | <p>Provided update after the July 31, 2025 deadline.</p> <p>Renamed from Use of University Internet for Faculty &amp; Staff to Appropriate Use of Technology Policy.</p> |
| Calculating GPA                      | Academic Affairs                                                       | 8/8/2025                  | 12/31/2024                   | Yes        | Medium   | <p>Provided update after the July 31, 2025 deadline.</p>                                                                                                                 |

| Policy Name                                      | Current Policy Owner                                                   | Last Policy Revision Date | New Policy Revision Deadline | Completed? | Priority | Policy Notes                                                                                                                                    |
|--------------------------------------------------|------------------------------------------------------------------------|---------------------------|------------------------------|------------|----------|-------------------------------------------------------------------------------------------------------------------------------------------------|
| Catalogue of Record Policy                       | Office of the Provost and Vice President of Academic & Student Affairs | 8/8/2025                  | 12/31/2024                   | Yes        | Medium   | Provided update after the July 31, 2025 deadline.<br>Updated with Board approval on August 8, 2025; previous interim approval on June 23, 2025. |
| Computer Software Policy                         | Finance & Business Affairs                                             | 8/8/2025                  | No due date set              | Yes        | Medium   | Provided update after the July 31, 2025 deadline.                                                                                               |
| Concurrent Degrees (Multiple Majors and Degrees) | Academic Affairs                                                       | 8/8/2025                  | 12/31/2024                   | Yes        | Medium   | Provided update after the July 31, 2025 deadline.                                                                                               |
| Conflict of Interest and Commitment Policy       | Finance & Business Affairs                                             | 8/8/2025                  | 12/31/2024                   | Yes        | Medium   | Provided update after the July 31, 2025 deadline.<br>Renamed from Outside Activities to Conflict of Interest and Commitment Policy.             |
| Cost Sharing Regulation                          | Grants & Sponsored Programs                                            | 8/8/2025                  | 12/31/2024                   | Yes        | Medium   | Provided updated after the July 31, 2025 deadline.                                                                                              |
| Course (Class) Attendance Policy                 | Academic Affairs                                                       | 8/8/2025                  | 12/31/2024                   | Yes        | Medium   | Provided update after the July 31, 2025 deadline.                                                                                               |
| Course Numbering System                          | Academic Affairs                                                       | 8/8/2025                  | 12/31/2024                   | Yes        | Medium   | Provided update after the July 31, 2025 deadline.<br>Renamed from Academic Load to Academic Load, Credit Hour, and Course Numbering Regulation. |
| Course Repeat Policy                             | Academic Affairs                                                       | 8/8/2025                  | 12/31/2024                   | Yes        | Medium   | Provided update after the July 31, 2025 deadline.                                                                                               |

| Policy Name                   | Current Policy Owner                                                                            | Last Policy Revision Date | New Policy Revision Deadline | Completed? | Priority | Policy Notes                                                                                                                                    |
|-------------------------------|-------------------------------------------------------------------------------------------------|---------------------------|------------------------------|------------|----------|-------------------------------------------------------------------------------------------------------------------------------------------------|
| Course Withdrawal Regulation  | Academic Affairs                                                                                | 8/8/2025                  | 12/31/2024                   | Yes        | Medium   | Provided update after the July 31, 2025 deadline.                                                                                               |
| Credit Hour Policy            | Office of the Registrar; Office of the Provost and Vice President of Academic & Student Affairs | 8/8/2025                  | 12/31/2024                   | Yes        | Medium   | Provided update after the July 31, 2025 deadline.<br>Updated with Board approval on August 8, 2025; previous interim approval on June 23, 2025. |
| Data Classification Policy    | Chief Information Office (CIO); Department of Information Technology (IT)                       | 8/8/2025                  | 12/31/2024                   | Yes        | Medium   | Provided update after the July 31, 2025 deadline.<br>Updated with Board approval on August 8, 2025; previous interim approval on June 23, 2025. |
| Data Policy                   | Academic Affairs                                                                                | 8/8/2025                  | 12/31/2024                   | Yes        | Medium   | Provided update after the July 31, 2025 deadline.<br>KSU provided the Data Access Management Regulation.                                        |
| Dismissal from the University | Academic Affairs                                                                                | 8/8/2025                  | 12/31/2024                   | Yes        | Medium   | Provided update after the July 31, 2025 deadline.<br>Academic Dismissal Regulation was approved.                                                |
| Email Policy                  | Chief Information Office (CIO); Department of Information Technology (IT)                       | 8/8/2025                  | 12/31/2024                   | Yes        | Medium   | Provided update after the July 31, 2025 deadline.<br>Updated with Board approval on August 8, 2025; previous interim approval on June 23, 2025. |



| Policy Name                                              | Current Policy Owner                                                                                                       | Last Policy Revision Date | New Policy Revision Deadline | Completed? | Priority | Policy Notes                                                                                                                                    |
|----------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------|---------------------------|------------------------------|------------|----------|-------------------------------------------------------------------------------------------------------------------------------------------------|
| Family Educational Rights and Privacy Act (FERPA) Policy | Office of the Provost and Vice President of Academic & Student Affairs; Office of the Registrar; Office of General Counsel | 8/8/2025                  | 12/31/2024                   | Yes        | Medium   | Provided update after the July 31, 2025 deadline.<br>Updated with Board approval on August 8, 2025; previous interim approval on June 23, 2025. |
| General Education Transfer Policy                        | Academic Affairs; Student Affairs                                                                                          | 8/8/2025                  | 12/31/2024                   | Yes        | Medium   | Provided update after the July 31, 2025 deadline.                                                                                               |
| Grading System                                           | Division of Academic & Student Affairs; Office of the Provost and Vice President of Academic & Student Affairs             | 8/8/2025                  | 12/31/2024                   | Yes        | Medium   | Provided update after the July 31, 2025 deadline.<br>Updated with Board approval on August 8, 2025; previous interim approval on June 23, 2025. |
| Graphics Standards Manual                                | Brand Identity/Marketing                                                                                                   | Unknown                   | 12/31/2024                   | Yes        | Medium   | Provided update after the July 31, 2025 deadline.                                                                                               |
| Maintaining Students Records                             | Finance & Business Affairs                                                                                                 | 8/8/2025                  | 12/31/2024                   | Yes        | Medium   | Provided update after the July 31, 2025 deadline.                                                                                               |
| Naming or Renaming Policy                                | Institutional Advancement & External Relations                                                                             | 8/8/2025                  | 12/31/2024                   | Yes        | Medium   | Provided update after the July 31, 2025 deadline.<br>Updated with Board approval on August 8, 2025; previous interim approval on June 23, 2025. |
| Readmission to the University                            | BREDS Office                                                                                                               | 8/8/2025                  | 12/31/2024                   | Yes        | Medium   | Provided update after the July 31, 2025 deadline.                                                                                               |
| Staff Senate Constitution                                | Unspecified                                                                                                                | 6/4/2024                  | 12/31/2024                   | Yes        | Medium   | Provided update after the July 31, 2025 deadline.                                                                                               |

| Policy Name                                 | Current Policy Owner                                                     | Last Policy Revision Date | New Policy Revision Deadline | Completed? | Priority | Policy Notes                                                                                                                                               |
|---------------------------------------------|--------------------------------------------------------------------------|---------------------------|------------------------------|------------|----------|------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Student Complaints Policy                   | Academic Affairs                                                         | 8/8/2025                  | 12/31/2024                   | Yes        | Medium   | <p>Provided update after the July 31, 2025 deadline.</p> <p>Updated with Board approval on August 8, 2025; previous Board approval on June 23, 2025.</p>   |
| Student Government Association Constitution | Unspecified                                                              | Unknown                   | 12/31/2024                   | Yes        | Medium   | <p>Provided update after the July 31, 2025 deadline.</p>                                                                                                   |
| Title IX Sexual Harassment Policy           | Title IX Office                                                          | 8/8/2025                  | 12/31/2024                   | Yes        | Medium   | <p>Provided update after the July 31, 2025 deadline.</p> <p>Updated with Board approval on August 8, 2025; previous interim approval on June 23, 2025.</p> |
| University Budget Policy                    | Division of Finance and Administration;<br>Chief Financial Officer (CFO) | 8/8/2025                  | 12/31/2024                   | Yes        | Medium   | <p>Provided update after the July 31, 2025 deadline.</p> <p>Updated with Board approval on August 8, 2025; previous interim approval on June 23, 2025.</p> |
| University Vehicles Policy                  | Finance & Business Affairs                                               | 8/8/2025                  | 12/31/2024                   | Yes        | Medium   | <p>Provided update after the July 31, 2025 deadline.</p> <p>Renamed from University Vehicles Policy to Motor Vehicles Policy.</p>                          |
| Employment and Job Posting                  | Academic Affairs                                                         | Unknown                   | 12/31/2024                   | N/A        | Medium   | Removed, included with the Recruitment and Hiring Policy.                                                                                                  |
| Finance & Business Affairs Policies         | Finance & Business Affairs                                               | 4/30/2010                 | 12/31/2024                   | N/A        | Medium   | Removed, included with the Business Procedures Manual.                                                                                                     |

| Policy Name                                           | Current Policy Owner                                                              | Last Policy Revision Date | New Policy Revision Deadline | Completed? | Priority | Policy Notes                                                                                                 |
|-------------------------------------------------------|-----------------------------------------------------------------------------------|---------------------------|------------------------------|------------|----------|--------------------------------------------------------------------------------------------------------------|
| Gift Acceptance                                       | Office of the President; Office of Institutional Advancement and External Affairs | 6/23/2025                 | 12/31/2024                   | N/A        | Medium   | Removed, included in Gift Acceptance policy noted in the High Priority section.                              |
| Office of Internal Audit Policies & Procedures Manual | Internal Auditor                                                                  | Unknown                   | 12/31/2024                   | N/A        | Medium   | Removed, included in the Internal Audit Charter Policy.                                                      |
| Telecommute Policy                                    | Finance & Business Affairs                                                        | Unknown                   | N/A                          | N/A        | Medium   | Policy temporarily revoked by the President.                                                                 |
| Temporary Telecommuting Policy                        | Finance & Business Affairs                                                        | Unknown                   | N/A                          | N/A        | Medium   | Policy revoked by the Board.                                                                                 |
| Tuition Waivers                                       | Finance & Business Affairs                                                        | Unknown                   | 12/31/2024                   | N/A        | Medium   | Provided update after the July 31, 2025 deadline.<br>Combined with the Employee Benefits Policy.             |
| Undergraduate Catalogue                               | Unspecified                                                                       | Unknown                   | 12/31/2024                   | N/A        | Medium   | Provided update after the July 31, 2025 deadline.<br>Combined with the Catalog of Record Policy.             |
| University Equipment                                  | Finance & Business Affairs                                                        | 2019                      | 12/31/2024                   | N/A        | Medium   | Combined with the Non-Capital Equipment Inventory Tracking Policy.                                           |
| Use of University Internet for Students               | IT                                                                                | Unknown                   | 12/31/2024                   | N/A        | Medium   | Provided update after the July 31, 2025 deadline.<br>Combined with the Appropriate Use of Technology Policy. |

| Policy Name                                  | Current Policy Owner                        | Last Policy Revision Date | New Policy Revision Deadline | Completed?                 | Priority | Policy Notes                                                                                                                                                                                            |
|----------------------------------------------|---------------------------------------------|---------------------------|------------------------------|----------------------------|----------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Anti-Discrimination & Non-Retaliation Policy | Student Affairs                             | 8/8/2025                  | 12/31/2024                   | Yes                        | Low      | <p>Provided update after the July 31, 2025 deadline.</p> <p>Renamed from the Anti-Harassment &amp; Retaliation Protection Policy to the Anti-Discrimination &amp; Non-Retaliation Policy.</p>           |
| Policy on Policies Appendices                | Board of Regents; Office of General Counsel | 8/8/2025                  | 12/31/2024                   | Yes                        | Low      | <p>Provided update after the July 31, 2025 deadline.</p>                                                                                                                                                |
| Appearance Standards Policy                  | Office of Human Resources                   | 6/23/2025                 | No due date set              | Interim Policy Established | N/A      | N/A                                                                                                                                                                                                     |
| Return of Title IV Financial Aid Policy      | Office of Financial Aid                     | 9/26/2025                 | No due date set              | Interim Policy Established | N/A      | <p>Provided update after the July 31, 2025 deadline.</p>                                                                                                                                                |
| Academic Agreements Policy                   | Academic & Student Affairs                  | 8/8/2025                  | No due date set              | Yes                        | N/A      | <p>Provided update after the July 31, 2025 deadline.</p>                                                                                                                                                |
| Academic Bankruptcy                          | Academic & Student Affairs                  | 8/8/2025                  | No due date set              | Yes                        | N/A      | <p>Provided update after the July 31, 2025 deadline.</p> <p>Baker Tilly added the policy to the schedule after approval by the Board.</p>                                                               |
| Academic Calendar                            | Academic & Student Affairs                  | 8/8/2025                  | 12/31/2023                   | Yes                        | N/A      | <p>Provided update after the July 31, 2025 deadline.</p> <p>Updated with Board approval on August 8, 2025; previous interim approval on June 23, 2025, and previously revised on September 1, 2023.</p> |
| Academic Code of Conduct                     | Academic & Student Affairs                  | 11/28/2023                | No due date set              | Yes                        | N/A      | <p>Baker Tilly added the policy to the schedule after approval by the Board.</p>                                                                                                                        |

| Policy Name                                   | Current Policy Owner                                                     | Last Policy Revision Date | New Policy Revision Deadline | Completed? | Priority | Policy Notes                                                                                                                                                                                                                                                               |
|-----------------------------------------------|--------------------------------------------------------------------------|---------------------------|------------------------------|------------|----------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Academic Freedom Policy                       | Academic & Student Affairs                                               | 8/8/2025                  | No due date set              | Yes        | N/A      | <p>Provided update after the July 31, 2025 deadline.</p> <p>Updated with Board approval on August 8, 2025; previous interim approval on June 23, 2025.</p>                                                                                                                 |
| Academic and Graduation Honors Regulation     | Academic & Student Affairs                                               | 8/8/2025                  | No due date set              | Yes        | N/A      | <p>Provided update after the July 31, 2025 deadline.</p> <p>Baker Tilly added the regulation to the schedule after approval by the Board on August 8, 2025.</p>                                                                                                            |
| Academic Integrity Code Policy                | Academic & Student Affairs                                               | 8/8/2025                  | No due date set              | Yes        | N/A      | <p>Provided update after the July 31, 2025 deadline.</p> <p>Updated with Board approval on August 8, 2025; previous interim approval on June 23, 2025.</p>                                                                                                                 |
| Academic Renewal Policy                       | Academic & Student Affairs                                               | 8/8/2025                  | No due date set              | Yes        | N/A      | <p>Provided update after the July 31, 2025 deadline.</p> <p>Updated with Board approval on August 8, 2025; previous interim approval on June 23, 2025.</p>                                                                                                                 |
| Accountable Plan for Employee Expenses Policy | Division of Finance and Administration;<br>Chief Financial Officer (CFO) | 8/8/2025                  | No due date set              | Yes        | N/A      | <p>Provided update after the July 31, 2025 deadline.</p> <p>Baker Tilly added the policy to the schedule after approval by the Board. The policy was then revised with the President's interim approval on June 23, 2025, and approval by the Board on August 8, 2025.</p> |

| Policy Name                                         | Current Policy Owner                            | Last Policy Revision Date | New Policy Revision Deadline | Completed? | Priority | Policy Notes                                                                                                                                                                                                                                                           |
|-----------------------------------------------------|-------------------------------------------------|---------------------------|------------------------------|------------|----------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Accounting Policy                                   | Finance & Administration                        | 8/9/2024                  | No due date set              | Yes        | N/A      | Baker Tilly added the policy to the schedule after approval by the Board.                                                                                                                                                                                              |
| Accounts Payable and Cash Disbursements Policy      | Finance & Administration                        | 8/8/2025                  | No due date set              | Yes        | N/A      | Baker Tilly added the policy to the schedule after approval by the Board. Revised and approved by the Board again on August 8, 2025.                                                                                                                                   |
| Active Awards per Principal Investigator Regulation | Office of Research and Innovation               | 8/8/2025                  | No due date set              | Yes        | N/A      | <b>Provided update after the July 31, 2025 deadline.</b><br>Baker Tilly added regulation to the schedule after Board approval on August 8, 2025.                                                                                                                       |
| Animals on Campus Policy                            | Office of Accessibility and Disability Services | 8/8/2025                  | No due date set              | Yes        | N/A      | <b>Provided update after the July 31, 2025 deadline.</b><br>Updated with Board approval on August 8, 2025; previous interim approval on June 23, 2025.                                                                                                                 |
| Annual Financial Statement Audit Policy             | Finance & Administration                        | 6/5/2025                  | No due date set              | Yes        | N/A      | <b>Provided update after the July 31, 2025 deadline.</b><br>Baker Tilly added the policy to the schedule after approval by the Board. The policy was then revised with the President's interim approval on June 23, 2025, and approved by the Board on August 8, 2025. |

| Policy Name                                    | Current Policy Owner                                                       | Last Policy Revision Date | New Policy Revision Deadline | Completed? | Priority | Policy Notes                                                                                                                                                                                                                                                               |
|------------------------------------------------|----------------------------------------------------------------------------|---------------------------|------------------------------|------------|----------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Anti-Discrimination and Non-Retaliation Policy | Human Resources                                                            | 8/8/2025                  | No due date set              | Yes        | N/A      | <p>Provided update after the July 31, 2025 deadline.</p> <p>Baker Tilly added the policy to the schedule after approval by the Board. The policy was then revised with the President's interim approval on June 23, 2025, and approved by the Board on August 8, 2025.</p> |
| Anti-Hazing Policy                             | Vice Provost of Academic Affairs<br>Division of Academic & Student Affairs | 8/8/2025                  | No due date set              | Yes        | N/A      | <p>Provided update after the July 31, 2025 deadline.</p> <p>Updated with Board approval on August 8, 2025, previous Board approval on June 23, 2025.</p>                                                                                                                   |
| Appearance Policy                              | Office of the President                                                    | 8/9/2024                  | 12/31/2024                   | Yes        | N/A      | N/A                                                                                                                                                                                                                                                                        |
| Appropriate Use of Technology Policy           | Chief Information Officer (CIO);<br>Department of Information Technology   | 8/8/2025                  | 12/31/2024                   | Yes        | N/A      | <p>Provided update after the July 31, 2025 deadline.</p> <p>Updated with Board approval on August 8, 2025; previous interim approval on June 23, 2025, and previously revised on August 9, 2023.</p>                                                                       |
| Audit and Pass/Fail Grading Options            | Office of the Registrar                                                    | 8/8/2025                  | No due date set              | Yes        | N/A      | <p>Provided update after the July 31, 2025 deadline.</p> <p>Baker Tilly added the policy to the schedule after approval by the Board on August 8, 2025.</p>                                                                                                                |

| Policy Name                                | Current Policy Owner                                                  | Last Policy Revision Date | New Policy Revision Deadline | Completed? | Priority | Policy Notes                                                                                                                                                                                                                                        |
|--------------------------------------------|-----------------------------------------------------------------------|---------------------------|------------------------------|------------|----------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Background Check                           | Office of Human Resources                                             | 8/8/2025                  | 12/31/2023                   | Yes        | N/A      | <p>Provided update after the July 31, 2025 deadline.</p> <p>Updated with Board approval on August 8, 2025; previous approval on December 18, 2023.</p>                                                                                              |
| Basis of Accounting Policy                 | Division of Finance and Administration; Chief Financial Officer (CFO) | 8/8/2025                  | No due date set              | Yes        | N/A      | <p>Provided update after the July 31, 2025 deadline.</p> <p>Updated with Board approval on August 8, 2025; previous interim approval on June 23, 2025.</p>                                                                                          |
| Behavioral Code of Conduct                 | Student Affairs and General Counsel                                   | 11/28/2023                | No due date set              | Yes        | N/A      | Baker Tilly added the policy to the schedule after approval by the Board.                                                                                                                                                                           |
| Bereavement Leave Policy                   | Office of Human Resources                                             | 8/8/2025                  | No due date set              | Yes        | N/A      | Baker Tilly added the policy to the schedule after approval by the Board. The policy was revised with the President's interim approval on June 23, 2025, and approved by the Board on August 8, 2025.                                               |
| Board Training Policy                      | Kentucky State University Board of Regents                            | N/A                       | No due date set              | Yes        | N/A      | Baker Tilly added the policy to the schedule after approval by the Board.                                                                                                                                                                           |
| Capital Assets and Capital Planning Policy | Division of Finance and Administration; Chief Financial Officer (CFO) | 8/8/2025                  | No due date set              | Yes        | N/A      | <p>Provided update after the July 31, 2025 deadline.</p> <p>Baker Tilly added the policy to the schedule after approval by the Office of the President and the policy was revised on June 23, 2025 and approved by the Board on August 8, 2025.</p> |



| Policy Name               | Current Policy Owner                                                                                           | Last Policy Revision Date | New Policy Revision Deadline | Completed? | Priority | Policy Notes                                                                                                                                                                                                                                    |
|---------------------------|----------------------------------------------------------------------------------------------------------------|---------------------------|------------------------------|------------|----------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Cash Handling Policy      | Finance & Administration                                                                                       | 8/9/2024                  | No due date set              | Yes        | N/A      | Baker Tilly added the policy to the schedule after approval by the Office of the President.                                                                                                                                                     |
| Cash Management Policy    | Division of Finance and Administration; Chief Financial Officer (CFO)                                          | 8/8/2025                  | No due date set              | Yes        | N/A      | <b>Provided update after the July 31, 2025 deadline.</b><br>Baker Tilly added the policy to the schedule after approval by the Office of the President and the policy was revised on June 23, 2025 and approved by the Board on August 8, 2025. |
| Children in the Workplace | Office of Human Resources                                                                                      | 8/8/2025                  | No due date set              | Yes        | N/A      | <b>Provided update after the July 31, 2025 deadline.</b><br>Baker Tilly added the policy to the schedule after approval by the Board on August 8, 2025.                                                                                         |
| Class Attendance Policy   | Office of the Provost and Vice President of Academic & Student Affairs; Division of Academic & Student Affairs | 8/8/2025                  | No due date set              | Yes        | N/A      | <b>Provided update after the July 31, 2025 deadline.</b><br>Updated with Board approval on August 8, 2025; previous interim approval on June 23, 2025.                                                                                          |
| Clear Bag Policy          | Office of the President                                                                                        | 8/8/2025                  | 12/31/2023                   | Yes        | N/A      | Updated for Board approval on August 8, 2025. Previously approved on December 18, 2023.                                                                                                                                                         |
| Collections Policy        | Finance & Business Affairs                                                                                     | 11/28/2023                | No due date set              | Yes        | N/A      | Baker Tilly added the policy to the schedule after approval by the Board.                                                                                                                                                                       |

| Policy Name                                | Current Policy Owner                                                                                | Last Policy Revision Date | New Policy Revision Deadline | Completed? | Priority | Policy Notes                                                                                                                                                                                                                                 |
|--------------------------------------------|-----------------------------------------------------------------------------------------------------|---------------------------|------------------------------|------------|----------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Computer Replacement Regulation            | Chief Information Office (CIO);<br>Department of Information Technology (IT)                        | 8/8/2025                  | 12/31/2024                   | Yes        | N/A      | <b>Provided update after the July 31, 2025 deadline.</b><br><br>Baker Tilly added the regulation to the schedule after approval by the Board on August 8, 2025.                                                                              |
| Computer Replacement Policy                | Chief Information Office (CIO);<br>Department of Information Technology (IT)                        | 8/9/2023                  | 12/31/2024                   | Yes        | N/A      | N/A                                                                                                                                                                                                                                          |
| Conflict of Commitment and Interest Policy | Office of Human Resources                                                                           | 6/23/2025                 | 12/31/2024                   | Yes        | N/A      | Updated with interim approval on June 23, 2025, and previously revised on August 9, 2023.                                                                                                                                                    |
| Contract Management Policy                 | Division of Finance and Administration;<br>Chief Financial Officer (CFO); Office of General Counsel | 6/23/2025                 | 12/31/2023                   | Yes        | N/A      | <b>Provided update after the July 31, 2025 deadline.</b><br><br>Baker Tilly added the policy to the schedule after by the Board on June 30, 2023. The policy was then revised on June 23, 2025, and approved by the Board on August 8, 2025. |
| Corrective Action Policy                   | Office of Human Resources                                                                           | 8/8/2025                  | No due date set              | Yes        | N/A      | Baker Tilly added the policy to the schedule after approval on July 8, 2024. It was then revised and approved by the Office of the President on June 23, 2025, and approved by the Board on August 8, 2025.                                  |

| Policy Name                                  | Current Policy Owner                                                  | Last Policy Revision Date | New Policy Revision Deadline | Completed? | Priority | Policy Notes                                                                                                                                                     |
|----------------------------------------------|-----------------------------------------------------------------------|---------------------------|------------------------------|------------|----------|------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Course Substitution Regulation               | Academic & Student Affairs                                            | 8/8/2025                  | No date set                  | Yes        | N/A      | <p>Provided update after the July 31, 2025 deadline.</p> <p>Baker Tilly added the regulation to the schedule after approval by the Board on August 8, 2025.</p>  |
| Court Leave Policy                           | Office of Human Resources                                             | 8/8/2025                  | No due date set              | Yes        | N/A      | <p>Baker Tilly added the policy to the schedule after approval by the Office of the President on June 23, 2025, and approved by the Board on August 8, 2025.</p> |
| Data Backup and Disaster Recovery Regulation | Chief Information Officer (CIO)                                       | 8/8/2025                  | No due date set              | Yes        | N/A      | <p>Provided update after the July 31, 2025 deadline.</p> <p>Baker Tilly added the regulation to the schedule after approval by the Board on August 8, 2025.</p>  |
| Data Security and Management Policy          | Chief Information Officer (CIO); Department of Information Technology | 8/8/2025                  | No due date set              | Yes        | N/A      | <p>Provided update after the July 31, 2025 deadline.</p> <p>Updated with Board approval on August 8, 2025; previous interim approval on June 23, 2025.</p>       |
| Data Security Controls Regulation            | Chief Information Officer (CIO); Department of Information Technology | 8/8/2025                  | No due date set              | Yes        | N/A      | <p>Provided update after the July 31, 2025 deadline.</p> <p>Baker Tilly added the regulation to the schedule after approval by the Board on August 8, 2025.</p>  |

| Policy Name                                                 | Current Policy Owner                                                                           | Last Policy Revision Date | New Policy Revision Deadline | Completed? | Priority | Policy Notes                                                                                                                                                                                                              |
|-------------------------------------------------------------|------------------------------------------------------------------------------------------------|---------------------------|------------------------------|------------|----------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Debt Management Policy                                      | Division of Finance and Administration;<br>Chief Financial Officer (CFO)                       | 8/8/2025                  | No due date set              | Yes        | N/A      | <p>Provided update after the July 31, 2025 deadline.</p> <p>Baker Tilly added the policy to the schedule after approval by the Office of the President on June 23, 2025, and approved by the Board on August 8, 2025.</p> |
| Delegation of Authority Policy                              | Kentucky State University Board of Regents; Office of the President; Office of General Counsel | 8/8/2025                  | No due date set              | Yes        | N/A      | <p>Provided update after the July 31, 2025 deadline.</p> <p>Updated with Board approval on August 8, 2025; previous interim approval on June 23, 2025.</p>                                                                |
| Demotions Regulation                                        | Office of Human Resources                                                                      | 8/8/2025                  | No due date set              | Yes        | N/A      | <p>Provided update after the July 31, 2025 deadline.</p> <p>Baker Tilly added the regulation to the schedule after approval by the Board on August 8, 2025.</p>                                                           |
| Deposits to the Kentucky State University Foundation        | Office of Institutional Advancement                                                            | 11/28/2023                | 12/31/2023                   | Yes        | N/A      | N/A                                                                                                                                                                                                                       |
| Disbursements from the Kentucky State University Foundation | Office of Institutional Advancement                                                            | 11/28/2023                | 12/31/2023                   | Yes        | N/A      | N/A                                                                                                                                                                                                                       |

| Policy Name                                | Current Policy Owner                                                                              | Last Policy Revision Date | New Policy Revision Deadline | Completed? | Priority | Policy Notes                                                                                                                                                                                                                                                               |
|--------------------------------------------|---------------------------------------------------------------------------------------------------|---------------------------|------------------------------|------------|----------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Document Retention and Disposal Policy     | Library; Office of the Registrar; Office of General Counsel; Division of Finance & Administration | 8/8/2025                  | No due date set              | Yes        | N/A      | <p>Provided update after the July 31, 2025 deadline.</p> <p>Baker Tilly added the policy to the schedule after approval by the Board. The policy was then revised with the President's interim approval on June 23, 2025, and approved by the Board on August 8, 2025.</p> |
| Domestic and International Exchange Policy | Division of Global Strategies and International Affairs; Division of Academic & Student Affairs   | 8/8/2025                  | No due date set              | Yes        | N/A      | <p>Provided update after the July 31, 2025 deadline.</p> <p>Baker Tilly added the policy to the schedule after approval by the Board, then the policy was revised with the President's interim approval on June 23, 2025, and approved by the Board on August 8, 2025.</p> |
| Dress Code Regulation                      | Office of Human Resources                                                                         | 8/8/2025                  | No due date set              | Yes        | N/A      | <p>Provided update after the July 31, 2025 deadline.</p> <p>Baker Tilly added the policy to the schedule after approval by the Board on August 8, 2025.</p>                                                                                                                |
| Drug Free Workplace Policy                 | Office of Human Resources                                                                         | 8/8/2025                  | 12/31/2024                   | Yes        | N/A      | <p>Updated with Board approval on August 8, 2025; previous interim approval on July 8, 2024, and previously revised on August 9, 2023.</p>                                                                                                                                 |

| Policy Name                                                          | Current Policy Owner                                                       | Last Policy Revision Date | New Policy Revision Deadline | Completed? | Priority | Policy Notes                                                                                                                                                              |
|----------------------------------------------------------------------|----------------------------------------------------------------------------|---------------------------|------------------------------|------------|----------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Eligibility to Serve as Principal Investigator on Sponsored Projects | Office of Research & Innovation                                            | 8/8/2025                  | No due date set              | Yes        | N/A      | <p>Provided update after the July 31, 2025 deadline.</p> <p>Baker Tilly added the policy to the schedule after approval by the Board on August 8, 2025.</p>               |
| Email Management and Use Regulation                                  | Chief Information Officer (CIO); Department of Information Technology (IT) | 8/8/2025                  | No due date set              | Yes        | N/A      | <p>Provided update after the July 31, 2025 deadline.</p> <p>Baker Tilly added the regulation to the schedule after approval by the Board on August 8, 2025.</p>           |
| Email Management Policy                                              | Chief Information Officer (CIO); Department of Information Technology (IT) | 8/8/2025                  | No due date set              | Yes        | N/A      | <p>Provided update after the July 31, 2025 deadline.</p> <p>Baker Tilly added the policy to the schedule after approval by the Board on August 8, 2025.</p>               |
| Emergency Conditions Policy                                          | Office of Human Resources                                                  | 8/8/2025                  | No due date set              | Yes        | N/A      | <p>Baker Tilly added the policy to the schedule after approval by the Office of the President on August 9, 2024. Revised and approved by the Board on August 8, 2025.</p> |
| Employee Records Confidentiality and Access Regulation               | Office of Human Resources                                                  | 8/8/2025                  | No due date set              | Yes        | N/A      | <p>Provided update after the July 31, 2025 deadline.</p> <p>Baker Tilly added the regulation to the schedule after approval by the Board on August 8, 2025.</p>           |

| Policy Name                       | Current Policy Owner      | Last Policy Revision Date | New Policy Revision Deadline | Completed? | Priority | Policy Notes                                                                                                                                                       |
|-----------------------------------|---------------------------|---------------------------|------------------------------|------------|----------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Employee Classification Policy    | Office of Human Resources | 8/8/2025                  | No due date set              | Yes        | N/A      | Baker Tilly added the policy to the schedule after approval by the Office of the President on August 9, 2024. Revised and approved by the Board on August 8, 2025. |
| Employee Grievance Policy         | Academic Affairs          | 8/9/2024                  | 12/31/2024                   | Yes        | N/A      | N/A                                                                                                                                                                |
| Employment of Students Policy     | Office of Human Resources | 8/9/2024                  | No due date set              | Yes        | N/A      | Baker Tilly added the policy to the schedule after approval by the Office of the President.                                                                        |
| Employment of Minors Regulation   | Office of Human Resources | 8/8/2025                  | No due date set              | Yes        | N/A      | <p>Provided update after the July 31, 2025 deadline.</p> <p>Baker Tilly added the regulation to the schedule after approval by the Board on August 8, 2025.</p>    |
| Essential Employees Regulation    | Office of Human Resources | 8/8/2025                  | No due date set              | Yes        | N/A      | <p>Provided update after the July 31, 2025 deadline.</p> <p>Baker Tilly added the regulation to the schedule after approval by the Board on August 8, 2025.</p>    |
| Established Work Rules Regulation | Office of Human Resources | 8/8/2025                  | No due date set              | Yes        | N/A      | <p>Provided update after the July 31, 2025 deadline.</p> <p>Baker Tilly added the regulation to the schedule after approval by the Board on August 8, 2025.</p>    |

| Policy Name                                   | Current Policy Owner                                                  | Last Policy Revision Date | New Policy Revision Deadline | Completed? | Priority | Policy Notes                                                                                                                                                                                                      |
|-----------------------------------------------|-----------------------------------------------------------------------|---------------------------|------------------------------|------------|----------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Ethical Standards Policy                      | Office of Human Resources                                             | 8/8/2025                  | No due date set              | Yes        | N/A      | <p>Provided update after the July 31, 2025 deadline.</p> <p>Baker Tilly added the policy to the schedule after approval by the Board on August 8, 2025.</p>                                                       |
| Endowment Investment & Spending Policy        | Finance & Business Affairs and Institutional Advancement              | 6/23/2025                 | No due date set              | Yes        | N/A      | <p>Baker Tilly added the policy to the schedule after approval by the Board and the policy was revised with the President's interim approval on June 23, 2025.</p>                                                |
| English Language Proficiency                  | Office of Global Strategies & International Affairs                   | 8/8/1025                  | No due date set              | Yes        | N/A      | <p>Provided update after the July 31, 2025 deadline.</p> <p>Baker Tilly added the policy to the schedule after approval by the Board on August 8, 2025.</p>                                                       |
| Entertainment Expenses Policy                 | Division of Finance and Administration; Chief Financial Officer (CFO) | 8/8/2025                  | No due date set              | Yes        | N/A      | <p>Provided update after the July 31, 2025 deadline.</p> <p>Baker Tilly added the policy to the schedule after the President's interim approval on June 23, 2025. The Board approved on August 8, 2025.</p>       |
| Equal Opportunity & Non-Discrimination Policy | Human Resources                                                       | 8/8/2025                  | No due date set              | Yes        | N/A      | <p>Baker Tilly added the policy to the schedule after approval by the Board. The policy was then revised with the President's interim approval on June 23, 2025, and approved by the Board on August 8, 2025.</p> |



| Policy Name                            | Current Policy Owner                                                  | Last Policy Revision Date | New Policy Revision Deadline | Completed? | Priority | Policy Notes                                                                                                                                                                                               |
|----------------------------------------|-----------------------------------------------------------------------|---------------------------|------------------------------|------------|----------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Essential Employees Policy             | Human Resources                                                       | 8/9/2024                  | No due date set              | Yes        | N/A      | Baker Tilly added the policy to the schedule after approval by the Office of the President.                                                                                                                |
| Established Work Rules Policy          | Human Resources                                                       | 8/9/2024                  | No due date set              | Yes        | N/A      | Baker Tilly added the policy to the schedule after approval by the Office of the President.                                                                                                                |
| Ethics Hotline Policy                  | Office of General Counsel; Board of Regents                           | 8/8/2025                  | No due date set              | Yes        | N/A      | Baker Tilly added the policy to the schedule after approval by the Board. The policy was then revised with the President's interim approval on June 23, 2025, and approved by the Board on August 8, 2025. |
| External Fundraising Policy            | Office of Institutional Advancement & External Relations              | 8/8/2025                  | No due date set              | Yes        | N/A      | <b>Provided update after the July 31, 2025 deadline.</b><br>Updated with Board approval on August 8, 2025; previous interim approval on June 23, 2025.                                                     |
| External Reporting Policy              | Division of Finance and Administration; Chief Financial Officer (CFO) | 8/8/2025                  | No due date set              | Yes        | N/A      | Baker Tilly added the policy to the schedule after approval by the Board. The policy was revised with the President's interim approval on June 30, 2025, and approved by the Board on August 8, 2025.      |
| Family and Medical Leave (FMLA) Policy | Office of Human Resources                                             | 8/8/2025                  | No due date set              | Yes        | N/A      | Baker Tilly added the to the schedule after approval by the Office of the President on August 8, 2024. Revised and approved by the Board on August 8, 2025.                                                |

| Policy Name                                       | Current Policy Owner                                                                                                        | Last Policy Revision Date | New Policy Revision Deadline | Completed? | Priority | Policy Notes                                                                                                                                                                                                      |
|---------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------|---------------------------|------------------------------|------------|----------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Financial Conflict of Interest in Research Policy | Office of Research & Innovation; Sponsored Programs; Office of the Provost and Vice President of Academic & Student Affairs | 8/8/2025                  | No due date set              | Yes        | N/A      | <p>Provided update after the July 31, 2025 deadline.</p> <p>Updated with Board approval on August 8, 2025; previous interim approval on June 23, 2025.</p>                                                        |
| Financial Exigency Policy                         | Kentucky State University Board of Regents; Office of the President                                                         | 8/8/2025                  | No due date set              | Yes        | N/A      | <p>Provided update after the July 31, 2025 deadline.</p> <p>Updated with Board approval on August 8, 2025; previous interim approval on June 23, 2025.</p>                                                        |
| Free Speech Policy                                | Office of the President; Office of General Counsel                                                                          | 8/8/2025                  | No due date set              | Yes        | N/A      | <p>Provided update after the July 31, 2025 deadline.</p> <p>Updated with Board approval on August 8, 2025; previous interim approval on June 23, 2025.</p>                                                        |
| General Ledger and Chart of Accounts Policy       | Division of Finance and Administration; Chief Financial Officer (CFO)                                                       | 8/8/2025                  | No due date set              | Yes        | N/A      | <p>Baker Tilly added the policy to the schedule after approval by the Board. The policy was then revised with the President's interim approval on June 23, 2025, and approved by the Board on August 8, 2025.</p> |
| Holidays Regulation                               | Office of Human Resources                                                                                                   | 8/8/2025                  | No due date set              | Yes        | N/A      | <p>Provided update after the July 31, 2025 deadline.</p> <p>Baker Tilly added the regulation to the schedule after approval by the Board on August 8, 2025.</p>                                                   |

| Policy Name                                            | Current Policy Owner                                                                                                                                                | Last Policy Revision Date | New Policy Revision Deadline | Completed? | Priority | Policy Notes                                                                                                                                                                                            |
|--------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|------------------------------|------------|----------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Holiday Policy                                         | Human Resources                                                                                                                                                     | 8/9/2024                  | 12/31/2024                   | Yes        | N/A      | N/A                                                                                                                                                                                                     |
| Human Research Protection Policy                       | Office of Research & Innovation; Sponsored Programs; Office of the Provost and Vice President of Academic & Student Affairs; Division of Academic & Student Affairs | 8/8/2025                  | No due date set              | Yes        | N/A      | <p>Provided update after the July 31, 2025 deadline.</p> <p>Updated with Board approval on August 8, 2025; previous interim approval on June 23, 2025.</p>                                              |
| Incomplete Grades Regulation                           | Office of the Registrar                                                                                                                                             | 8/8/2025                  | No due date set              | Yes        | N/A      | <p>Provided update after the July 31, 2025 deadline.</p> <p>Baker Tilly added the regulation to the schedule after approval by the Board on August 8, 2025.</p>                                         |
| Information Technology Access Control Policy           | Chief Information Officer (CIO); Department of Information Technology                                                                                               | 8/8/2025                  | No due date set              | Yes        | N/A      | <p>Provided update after the July 31, 2025 deadline.</p> <p>Updated with Board approval on August 8, 2025; previous interim approval on June 23, 2025.</p>                                              |
| Information Technology Audit and Accountability Policy | Chief Information Office (CIO); Department of Information Technology (IT)                                                                                           | 8/8/2025                  | 12/31/2023                   | Yes        | N/A      | <p>Provided update after the July 31, 2025 deadline.</p> <p>Updated with Board approval on August 8, 2025; previous interim approval on June 23, 2025, and previously revised on December 18, 2023.</p> |

| Policy Name                                      | Current Policy Owner                                                                                                               | Last Policy Revision Date | New Policy Revision Deadline | Completed? | Priority | Policy Notes                                                                                                                                                                                            |
|--------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------|---------------------------|------------------------------|------------|----------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Information Technology Security Policy           | Chief Information Office (CIO); Department of Information Technology (IT)                                                          | 8/8/2025                  | 12/31/2023                   | Yes        | N/A      | <p>Provided update after the July 31, 2025 deadline.</p> <p>Updated with Board approval on August 8, 2025; previous interim approval on June 23, 2025, and previously revised on December 18, 2023.</p> |
| Institutional Ethics and Code of Conduct Policy  | Office of the President; Office of Human Resources; Office of General Counsel                                                      | 8/8/2025                  | No due date set              | Yes        | N/A      | <p>Provided update after the July 31, 2025 deadline.</p> <p>Updated with Board approval on August 8, 2025; previous interim approval on June 23, 2025.</p>                                              |
| Intellectual Property Policy                     | Office of Research & Innovation; Office of the Provost and Vice President of Academic & Student Affairs; Office of General Counsel | 8/8/2025                  | No due date set              | Yes        | N/A      | <p>Provided update after the July 31, 2025 deadline.</p> <p>Updated with Board approval on August 8, 2025; previous interim approval on June 23, 2025.</p>                                              |
| Introductory Period Policy                       | Human Resources                                                                                                                    | 8/9/2024                  | No due date set              | Yes        | N/A      | Baker Tilly added the policy to the schedule after approval by the Office of the President.                                                                                                             |
| IRB Guidelines                                   | Office of Research, Grants                                                                                                         | 9/1/2023                  | 12/31/2023                   | Yes        | N/A      | N/A                                                                                                                                                                                                     |
| Investment & Spending of Endowment Assets Policy | Institutional Advancement & External Relations                                                                                     | 8/8/2025                  | No due date set              | Yes        | N/A      | <p>Provided update after the July 31, 2025 deadline.</p> <p>Baker Tilly added the policy to the schedule after approval by the Board on August 8, 2025.</p>                                             |

| Policy Name                               | Current Policy Owner                                                                           | Last Policy Revision Date | New Policy Revision Deadline | Completed? | Priority | Policy Notes                                                                                                                                                                                                 |
|-------------------------------------------|------------------------------------------------------------------------------------------------|---------------------------|------------------------------|------------|----------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Leave of Absence Regulation               | Office of Human Resources                                                                      | 8/9/2024                  | No due date set              | Yes        | N/A      | <p>Provided update after the July 31, 2025 deadline.</p> <p>Baker Tilly added the regulation to the schedule after approval by the Board on August 8, 2025.</p>                                              |
| Leave of Absence Policy                   | Office of Human Resources                                                                      | 8/9/2024                  | No due date set              | Yes        | N/A      | <p>Baker Tilly added the policy to the schedule after approval by the Office of the President.</p>                                                                                                           |
| Legal Settlements Policy                  | Kentucky State University Board of Regents; Office of the President; Office of General Counsel | 8/8/2025                  | No due date set              | Yes        | N/A      | <p>Provided update after the July 31, 2025 deadline.</p> <p>Updated with Board approval on August 8, 2025; previous interim approval on June 23, 2025.</p>                                                   |
| Management and Financial Reporting Policy | Division of Finance and Administration; Chief Financial Officer (CFO)                          | 8/8/2025                  | No due date set              | Yes        | N/A      | <p>Baker Tilly added the policy to the schedule after approval by the Board. The policy was revised with the President's interim approval on June 23, 2025, and approved by the Board on August 8, 2025.</p> |
| Military Leave Regulation                 | Office of Human Resources                                                                      | 8/9/2024                  | No due date set              | Yes        | N/A      | <p>Provided update after the July 31, 2025 deadline.</p> <p>Baker Tilly added the regulation to the schedule after approval by the Board on August 8, 2025.</p>                                              |
| Military Leave Policy                     | Office of Human Resources                                                                      | 8/9/2024                  | No due date set              | Yes        | N/A      | <p>Baker Tilly added the policy to the schedule after approval by the Office of the President.</p>                                                                                                           |

| Policy Name                                            | Current Policy Owner                                                                                           | Last Policy Revision Date | New Policy Revision Deadline | Completed? | Priority | Policy Notes                                                                                                                                                |
|--------------------------------------------------------|----------------------------------------------------------------------------------------------------------------|---------------------------|------------------------------|------------|----------|-------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Minors on Campus Policy                                | Office of Human Resources                                                                                      | 8/8/2025                  | No due date set              | Yes        | N/A      | <p>Provided update after the July 31, 2025 deadline.</p> <p>Baker Tilly added the policy to the schedule after approval by the Board on August 8, 2025.</p> |
| Mission Statement                                      | Brand Identity/Marketing                                                                                       | 12/18/2023                | 12/31/2023                   | Yes        | N/A      | N/A                                                                                                                                                         |
| Motor Vehicles                                         | Division of Finance and Administration<br>Chief Financial Officer (CFO)                                        | 8/8/2025                  | No due date set              | Yes        | N/A      | <p>Provided update after the July 31, 2025 deadline.</p> <p>Updated with Board approval on August 8, 2025; previous interim approval on June 23, 2025.</p>  |
| Multiple Majors and Degrees Policy                     | Office of the Provost and Vice President of Academic & Student Affairs; Division of Academic & Student Affairs | 8/8/2025                  | No due date set              | Yes        | N/A      | <p>Provided update after the July 31, 2025 deadline.</p> <p>Updated with Board approval on August 8, 2025; previous interim approval on June 23, 2025.</p>  |
| NCAA Title IX and Serious Misconduct Disclosure Policy | Department of Athletics                                                                                        | 8/8/2025                  | No due date set              | Yes        | N/A      | <p>Provided update after the July 31, 2025 deadline.</p> <p>Updated with Board approval on August 8, 2025; previous interim approval on June 23, 2025.</p>  |
| Nepotism Policy                                        | Human Resources; Board of Regents                                                                              | 8/8/2025                  | 12/31/2024                   | Yes        | N/A      | Updated for revisions and Board approval on August 8, 2025.                                                                                                 |

| Policy Name                                                                 | Current Policy Owner                                                  | Last Policy Revision Date | New Policy Revision Deadline | Completed? | Priority | Policy Notes                                                                                                                                                                                          |
|-----------------------------------------------------------------------------|-----------------------------------------------------------------------|---------------------------|------------------------------|------------|----------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Non-Capital Equipment and Inventory Tracking Policy                         | Division of Finance and Administration; Chief Financial Officer (CFO) | 8/8/2025                  | No due date set              | Yes        | N/A      | Baker Tilly added the policy to the schedule after approval by the Board. The policy was revised with the President's interim approval on June 23, 2025, and approved by the Board on August 8, 2025. |
| Omnibus Transportation Act Alcohol and Controlled Substances Testing Policy | Office of Human Resources Division of Finance and Administration      | 8/8/2025                  | No due date set              | Yes        | N/A      | <b>Provided update after the July 31, 2025 deadline.</b><br>Updated with Board approval on August 8, 2025; previous interim approval on June 23, 2025.                                                |
| Open Records Policy                                                         | Unspecified                                                           | 8/8/2025                  | 12/31/2023                   | Yes        | N/A      | <b>Provided update after the July 31, 2025 deadline.</b><br>Updated with Board approval on August 8, 2025; previous interim approval on June 23, 2025, and previously revised on December 18, 2023.   |
| Operating Funds Investment Policy                                           | Office of the President; Division of Finance & Administration         | 8/8/2025                  | No due date set              | Yes        | N/A      | <b>Provided update after the July 31, 2025 deadline.</b><br>Updated with Board approval on August 8, 2025; previous interim approval on June 23, 2025.                                                |
| Outside Employment and Activities Policy                                    | Office of Human Resources                                             | 12/18/2023                | No due date set              | Yes        | N/A      | Baker Tilly added the policy to the schedule after approval by the Office of the President.                                                                                                           |

| Policy Name                                    | Current Policy Owner                                                      | Last Policy Revision Date | New Policy Revision Deadline | Completed? | Priority | Policy Notes                                                                                                                                                    |
|------------------------------------------------|---------------------------------------------------------------------------|---------------------------|------------------------------|------------|----------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Overtime Regulation                            | Office of Human Resources                                                 | 8/8/2025                  | No due date set              | Yes        | N/A      | <p>Provided update after the July 31, 2025 deadline.</p> <p>Baker Tilly added the regulation to the schedule after approval by the Board on August 8, 2025.</p> |
| Password Policy                                | Chief Information Office (CIO); Department of Information Technology (IT) | 12/18/2022                | 12/31/2023                   | Yes        | N/A      | <p>The policy was revised and approved by the Board on August 8, 2025, from previous approval on December 18, 2022.</p>                                         |
| Performance Evaluation Regulation              | Office of Human Resources                                                 | 8/9/2024                  | No due date set              | Yes        | N/A      | <p>Provided update after the July 31, 2025 deadline.</p> <p>Baker Tilly added the regulation to the schedule after approval by the Board on August 8, 2025.</p> |
| Performance Evaluation Policy                  | Office of Human Resources                                                 | 8/9/2024                  | No due date set              | Yes        | N/A      | <p>Baker Tilly added the policy to the schedule after approval by the Office of the President.</p>                                                              |
| Philanthropic Donations from Faculty and Staff | Office of Institutional Advancement                                       | 6/20/2023                 | 12/31/2023                   | Yes        | N/A      | N/A                                                                                                                                                             |
| Policy on Internal Endowment Agreements        | Institutional Advancement and Finance & Business Affairs                  | 11/28/2023                | No due date set              | Yes        | N/A      | <p>Baker Tilly added the policy to the schedule after approval by the Board.</p>                                                                                |



| Policy Name                                              | Current Policy Owner                                                                           | Last Policy Revision Date | New Policy Revision Deadline | Completed? | Priority | Policy Notes                                                                                                                                                                                |
|----------------------------------------------------------|------------------------------------------------------------------------------------------------|---------------------------|------------------------------|------------|----------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Policy on Philanthropic Donations from Faculty and Staff | Institutional Advancement                                                                      | 11/28/2023                | No due date set              | Yes        | N/A      | Baker Tilly added the policy to the schedule after approval by the Board.                                                                                                                   |
| Policy on Policies, Regulations, and Procedures          | Kentucky State University Board of Regents; Office of the President; Office of General Counsel | 8/8/2025                  | 12/31/2024                   | Yes        | N/A      | Provided update after the July 31, 2025 deadline.<br>Updated with Board approval on August 8, 2025; previous interim approval on June 23, 2025 and previously revised on February 16, 2023. |
| Principal Investigator Responsibilities Regulation       | Office of Research & Innovation                                                                | 8/8/2025                  | No due date set              | Yes        | N/A      | Provided update after the July 31, 2025 deadline.<br>Baker Tilly added the regulation to the schedule after approval by the Board on August 8, 2025.                                        |
| Privacy Policy                                           | Office of Human Resources                                                                      | 8/9/2024                  | No due date set              | Yes        | N/A      | Baker Tilly added the policy to the schedule after approval by the Office of the President.                                                                                                 |
| Probationary Period Regulation                           | Office of Human Resources                                                                      | 8/8/2025                  | No due date set              | Yes        | N/A      | Provided update after the July 31, 2025 deadline.<br>Baker Tilly added the regulation to the schedule after approval by the Board on August 8, 2025.                                        |
| Probationary Period Policy                               | Office of Human Resources                                                                      | 7/8/2024                  | No due date set              | Yes        | N/A      | N/A                                                                                                                                                                                         |

| Policy Name                       | Current Policy Owner                                                                           | Last Policy Revision Date | New Policy Revision Deadline | Completed? | Priority | Policy Notes                                                                                                                                                                                          |
|-----------------------------------|------------------------------------------------------------------------------------------------|---------------------------|------------------------------|------------|----------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Promotion and Transfer Policy     | Office of Human Resources                                                                      | 8/8/2025                  | No due date set              | Yes        | N/A      | Baker Tilly added the policy to the schedule after approval by the Office of the President on August 9, 2024. The policy was revised and approved by the Board on August 8, 2025.                     |
| Purchasing Policy                 | Finance & Administration                                                                       | 8/8/2025                  | No due date set              | Yes        | N/A      | Baker Tilly added the policy to the schedule after approval by the Board. The policy was revised with the President's interim approval on June 23, 2025, and approved by the Board on August 8, 2025. |
| Recruitment and Hiring Regulation | Office of Human Resources                                                                      | 8/8/2025                  | No due date set              | Yes        | N/A      | <b>Provided update after the July 31, 2025 deadline.</b><br>Baker Tilly added the regulation to the schedule after approval by the Board on August 8, 2025.                                           |
| Recruitment and Hiring Policy     | Office of Human Resources                                                                      | 8/9/2024                  | No due date set              | Yes        | N/A      | Baker Tilly added the policy to the schedule after approval by the Office of the President.                                                                                                           |
| Reduction in Force Policy         | Kentucky State University Board of Regents; Office of the President; Office of Human Resources | 8/8/2025                  | No due date set              | Yes        | N/A      | <b>Provided update after the July 31, 2025 deadline.</b><br>Updated with Board approval on August 8, 2025; previous interim approval on June 23, 2025.                                                |
| Registration Regulation           | Office of the Registrar                                                                        | 8/8/2025                  | No due date set              | Yes        | N/A      | <b>Provided update after the July 31, 2025 deadline.</b><br>Baker Tilly added the regulation to the schedule after approval by the Board on August 8, 2025.                                           |

| Policy Name                                               | Current Policy Owner                                                                                    | Last Policy Revision Date | New Policy Revision Deadline | Completed? | Priority | Policy Notes                                                                                                                                                    |
|-----------------------------------------------------------|---------------------------------------------------------------------------------------------------------|---------------------------|------------------------------|------------|----------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Returned Check Policy                                     | Finance & Business Affairs                                                                              | 12/18/2023                | 12/31/2023                   | Yes        | N/A      | N/A                                                                                                                                                             |
| Reasonable Accommodations for Disabilities Regulation     | Office of Human Resources                                                                               | 8/8/2025                  | No due date set              | Yes        | N/A      | <p>Provided update after the July 31, 2025 deadline.</p> <p>Baker Tilly added the regulation to the schedule after approval by the Board on August 8, 2025.</p> |
| Responsible Conduct of Research (RCR) Training Regulation | Office of Research & Innovation                                                                         | 8/8/2025                  | No due date set              | Yes        | N/A      | <p>Provided update after the July 31, 2025 deadline.</p> <p>Baker Tilly added the regulation to the schedule after approval by the Board on August 8, 2025.</p> |
| Section 504/ADA Student Accommodations Policy             | Office of Accessibility and Disability Services (OADS)<br>Office of the Vice Provost of Student Affairs | 8/8/2025                  | No due date set              | Yes        | N/A      | <p>Provided update after the July 31, 2025 deadline.</p> <p>Updated with Board approval on August 8, 2025; previous interim approval on June 23, 2025.</p>      |
| Security Awareness and Training Regulation                | Unknown                                                                                                 | 8/8/2025                  | No due date set              | Yes        | N/A      | <p>Provided update after the July 31, 2025 deadline.</p> <p>Baker Tilly added the regulation to the schedule after approval by the Board on August 8, 2025.</p> |

| Policy Name                    | Current Policy Owner                                                                                         | Last Policy Revision Date | New Policy Revision Deadline | Completed? | Priority | Policy Notes                                                                                                                                                                                            |
|--------------------------------|--------------------------------------------------------------------------------------------------------------|---------------------------|------------------------------|------------|----------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Separation & Retreat Policy    | Office of the President; Office of the Provost; Office of the General Counsel; and Office of Human Resources | 8/8/2025                  | No due date set              | Yes        | N/A      | <p>Provided update after the July 31, 2025 deadline.</p> <p>Updated with Board approval on August 8, 2025; previous interim approval on June 23, 2025, and previously revised on December 18, 2023.</p> |
| Shared Sick Leave Regulation   | Office of Human Resources                                                                                    | 8/8/2025                  | No due date set              | Yes        | N/A      | <p>Provided update after the July 31, 2025 deadline.</p> <p>Baker Tilly added the regulation to the schedule after approval by the Board on August 8, 2025.</p>                                         |
| Shared Sick Leave Policy       | Office of Human Resources                                                                                    | 8/9/2024                  | 12/31/2024                   | Yes        | N/A      | N/A                                                                                                                                                                                                     |
| Sick Leave Policy              | Office of Human Resources                                                                                    | 8/9/2024                  | 12/31/2024                   | Yes        | N/A      | N/A                                                                                                                                                                                                     |
| Signatory Authority Regulation | Office of the President                                                                                      | 8/8/2025                  | No due date set              | Yes        | N/A      | <p>Provided update after the July 31, 2025 deadline.</p> <p>Baker Tilly added after approved by the Board.</p>                                                                                          |
| Social Media Communications    | Office of Marketing & Public Relations; Office of the President                                              | 8/8/2025                  | No due date set              | Yes        | N/A      | <p>Provided update after the July 31, 2025 deadline.</p> <p>Baker Tilly added the regulation to the schedule after approval by the Board on August 8, 2025.</p>                                         |

| Policy Name                            | Current Policy Owner                                                         | Last Policy Revision Date | New Policy Revision Deadline | Completed? | Priority | Policy Notes                                                                                                                                                       |
|----------------------------------------|------------------------------------------------------------------------------|---------------------------|------------------------------|------------|----------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Software Policy                        | Chief Information Office (CIO);<br>Department of Information Technology (IT) | 8/8/2025                  | 12/31/2024                   | Yes        | N/A      | Updated with Board approval on August 8, 2025, interim approval on June 23, 2025, and previously revised on August 9, 2023.                                        |
| Space Management Policy                | President and Finance & Business Affairs                                     | 8/8/2025                  | No due date set              | Yes        | N/A      | Baker Tilly added the policy to the schedule after approval by the Board on November 28, 2023. The policy was revised and approved by the Board on August 8, 2025. |
| Standard Workweek and Hours Regulation | Office of Human Resources                                                    | 8/8/2025                  | No due date set              | Yes        | N/A      | <b>Provided update after the July 31, 2025 deadline.</b><br>Baker Tilly added the regulation to the schedule after approval by the Board on August 8, 2025.        |
| Standard Workweek and Hours Policy     | Office of Human Resources                                                    | 8/9/2024                  | No due date set              | Yes        | N/A      | Baker Tilly added the policy to the schedule after approval by the Office of the President.                                                                        |
| Student Account Collections Regulation | Division of Finance and Administration;<br>Chief Financial Officer (CFO)     | 8/8/2025                  | No due date set              | Yes        | N/A      | <b>Provided update after the July 31, 2025 deadline.</b><br>Baker Tilly added the regulation to the schedule after approval by the Board on August 8, 2025.        |
| Student Code of Conduct Policy         | Vice Provost of Academic Affairs<br>Division of Academic & Student Affairs   | 8/8/2025                  | No due date set              | Yes        | N/A      | <b>Provided update after the July 31, 2025 deadline.</b><br>Updated with Board approval on August 8, 2025; previous interim approval on June 23, 2025.             |

| Policy Name                                             | Current Policy Owner                                                                           | Last Policy Revision Date | New Policy Revision Deadline | Completed? | Priority | Policy Notes                                                                                                                                                                                                                       |
|---------------------------------------------------------|------------------------------------------------------------------------------------------------|---------------------------|------------------------------|------------|----------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Student Financial Responsibility and Collections Policy | Division of Finance and Administration;<br>Chief Financial Officer (CFO)                       | 8/8/2025                  | No due date set              | Yes        | N/A      | <p>Provided update after the July 31, 2025 deadline.</p> <p>Updated with Board approval on August 8, 2025; previous interim approval on June 23, 2025.</p>                                                                         |
| Student Employment Regulation                           | Office of Human Resources                                                                      | 8/8/2025                  | No due date set              | Yes        | N/A      | <p>Provided update after the July 31, 2025 deadline.</p> <p>Baker Tilly added the regulation to the schedule after approval by the Board on August 8, 2025.</p>                                                                    |
| Study Abroad Policy                                     | Global Strategies and International Affairs, Academic Affairs & Student Affairs, and Registrar | 8/8/2025                  | No due date set              | Yes        | N/A      | <p>Provided update after the July 31, 2025 deadline.</p> <p>Baker Tilly added the policy to the schedule after approval by the Board on November 28, 2023. Revisions were made and the Board approved again on August 8, 2025.</p> |
| Substantive Change Policy                               | Office of the President                                                                        | 8/8/2025                  | No due date set              | Yes        | N/A      | <p>Provided update after the July 31, 2025 deadline.</p> <p>Updated with Board approval on August 8, 2025; previous interim approval on June 23, 2025.</p>                                                                         |
| Support Services Animal Policy                          | Student Affairs, Accessibility and Disability Resource Center, and General Counsel             | 11/28/2023                | 12/31/2023                   | Yes        | N/A      | N/A                                                                                                                                                                                                                                |

| Policy Name                     | Current Policy Owner                                                                                                                    | Last Policy Revision Date | New Policy Revision Deadline | Completed? | Priority | Policy Notes                                                                                                                                                    |
|---------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------|---------------------------|------------------------------|------------|----------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Technology Complaints Policy    | Chief Information Officer (CIO)<br>Department of Information Technology                                                                 | 8/9/2024                  | 10/31/2024                   | Yes        | N/A      | N/A                                                                                                                                                             |
| Termination Regulation          | Office of Human Resources                                                                                                               | 8/8/2025                  | No due date set              | Yes        | N/A      | <p>Provided update after the July 31, 2025 deadline.</p> <p>Baker Tilly added the regulation to the schedule after approval by the Board on August 8, 2025.</p> |
| Termination Policy              | Office of Human Resources                                                                                                               | 8/9/2024                  | No due date set              | Yes        | N/A      | Baker Tilly added the policy to the schedule after approval by the Office of the President.                                                                     |
| The Gold Book                   | Board of Regents;<br>Office of General Counsel                                                                                          | 1/31/2025                 | 12/31/2023                   | Yes        | N/A      | N/A                                                                                                                                                             |
| Transcript Requests             | Academic Affairs                                                                                                                        | 12/18/2023                | 12/31/2023                   | Yes        | N/A      | N/A                                                                                                                                                             |
| Undergraduate Admissions Policy | Office of Admissions;<br>Office of the Provost and Vice President of Academic & Student Affairs; Division of Academic & Student Affairs | 8/8/2025                  | No due date set              | Yes        | N/A      | <p>Provided update after the July 31, 2025 deadline.</p> <p>Updated with Board approval on August 8, 2025; previous interim approval on June 23, 2025.</p>      |

| Policy Name                                   | Current Policy Owner                                                                                               | Last Policy Revision Date | New Policy Revision Deadline | Completed? | Priority | Policy Notes                                                                                                                                                                             |
|-----------------------------------------------|--------------------------------------------------------------------------------------------------------------------|---------------------------|------------------------------|------------|----------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Vacation Leave Regulation                     | Office of Human Resources                                                                                          | 8/8/2025                  | No due date set              | Yes        | N/A      | <p>Provided update after the July 31, 2025 deadline.</p> <p>Baker Tilly added the regulation to the schedule after approval by the Board on August 8, 2025.</p>                          |
| Vacation Leave Policy                         | Office of Human Resources                                                                                          | 8/9/2024                  | 12/31/2024                   | Yes        | N/A      | <p>Baker Tilly added the policy to the schedule after approval by the Office of the President.</p>                                                                                       |
| Viewpoint Neutrality Policy                   | Board of Regents; Office of the President                                                                          | 8/8/2025                  | No due date set              | Yes        | N/A      | <p>Provided update after the July 31, 2025 deadline.</p> <p>Updated with Board approval on August 8, 2025; previous interim approval on June 23, 2025.</p>                               |
| Visiting and Non-Matriculating Students       | Division of Academic & Student Affairs, and Office of the Provost and Vice President of Academic & Student Affairs | 8/8/2025                  | 12/31/2023                   | Yes        | N/A      | <p>Provided update after the July 31, 2025 deadline.</p> <p>Updated with Board approval on August 8, 2025; previous interim approval on June 23, 2025.</p>                               |
| Workplace Health, Safety, and Security Policy | Office of Human Resources                                                                                          | 8/8/2025                  | No due date set              | Yes        | N/A      | <p>Baker Tilly added the policy to the schedule after approval by the Office of the President on August 9, 2024. The policy was revised and approved by the Board on August 8, 2025.</p> |



| Policy Name               | Current Policy Owner      | Last Policy Revision Date | New Policy Revision Deadline | Completed? | Priority | Policy Notes                                                                                                                                                                      |
|---------------------------|---------------------------|---------------------------|------------------------------|------------|----------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Workplace Violence Policy | Office of Human Resources | 8/8/2025                  | No due date set              | Yes        | N/A      | Baker Tilly added the policy to the schedule after approval by the Office of the President on August 9, 2024. The policy was revised and approved by the Board on August 8, 2025. |
| Zero Tolerance Policy     | Student Affairs           | 11/28/2023                | No due date set              | Yes        | N/A      | Baker Tilly added the policy to the schedule after approval by the Board.                                                                                                         |

## POLICY STATUS SUMMARY

| Policy Status                | Number of Policies |
|------------------------------|--------------------|
| Policies Completed           | 200                |
| Interim Policies Completed   | 20                 |
| Policies Not Updated to Date | 6                  |
| N/A (removed policies)       | 11                 |
| Total Policies               | 237                |



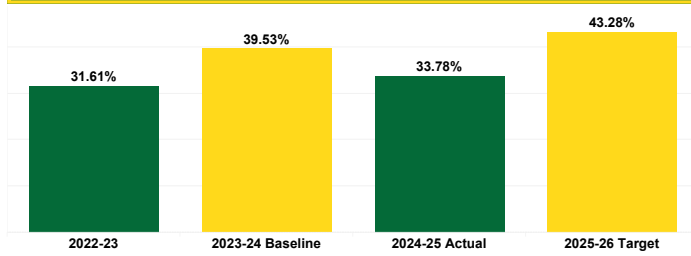


# Appendix D:

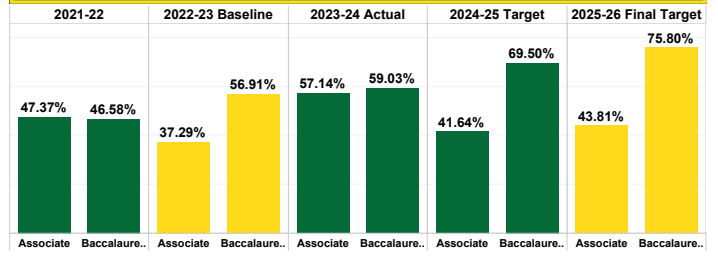
# KSU Performance Dashboard

## Kentucky State University Management Plan Targets

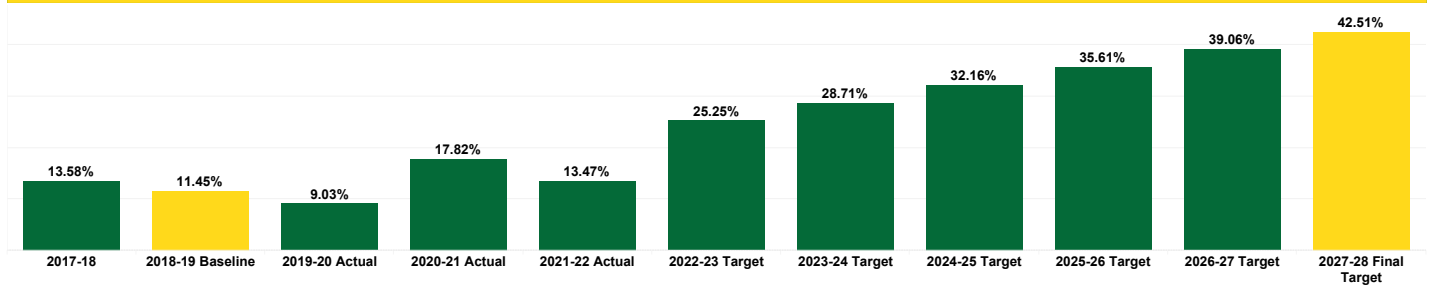
### Complete 15 Credit Hours First Semester Proportion



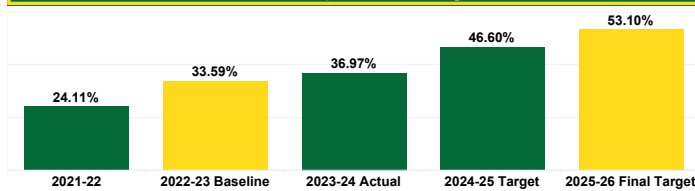
### Retention Rate by Degree Level



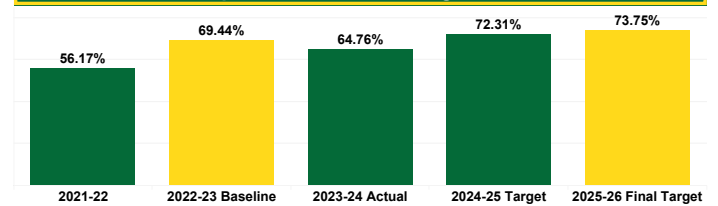
### 4-year Graduation Rate by Cohort



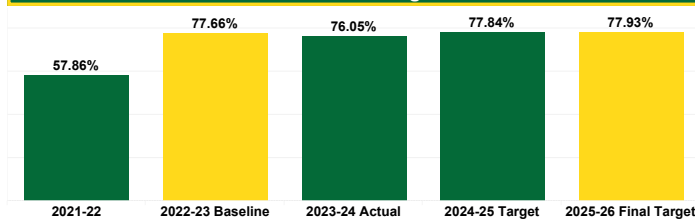
### Freshman to Sophomore Progression



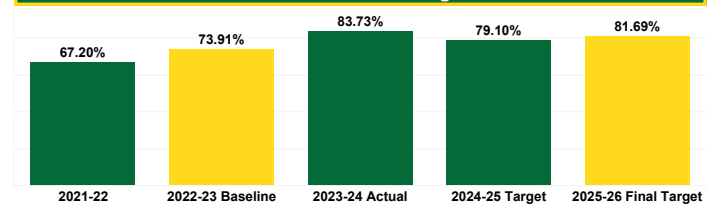
### Sophomore to Junior Progression



### Junior to Senior Progression



### Senior to Graduation Progression





**100 Airport Road  
Frankfort, KY 40601  
Ph: (502) 573-1555  
[cpe.ky.gov](http://cpe.ky.gov)**

**Printed with state funds.**

**October 31, 2025**

The Council does not discriminate on the basis of race, color, national origin, sex, religion, age, or disability in employment or the provision of services, and provides, upon request, reasonable accommodation, including auxiliary aids and services necessary to afford individuals with disabilities an equal opportunity to participate in all programs and activities.

---

|                       |                                                                                 |
|-----------------------|---------------------------------------------------------------------------------|
| <b>TOPIC/TITLE:</b>   | Report from the Committee on Educational Opportunities                          |
| <b>STAFF CONTACT:</b> | Dawn CheNeen Offutt, Ed.D.<br>Executive Director, Student Access and Success    |
| <b>TYPE/REQUEST:</b>  | <input type="checkbox"/> Action <input checked="" type="checkbox"/> Information |

---

**SUMMARY INFORMATION**

The Committee on Educational Opportunities met on October 27, 2025. Below is a summary of their work.

- The Committee received an overview of the work in postsecondary access for students with disabilities from a K-12 perspective. Additionally, CPE staff discussed next steps in connecting K-12 and postsecondary professionals to determine best practices in increasing postsecondary access for students with disabilities.
- Committee members also received an overview of the latest GEARUP Kentucky grant project awarded to the Council. CPE staff discussed the project framework, the implementation model, and the objectives of the grant project.
- Finally, the committee approved a resolution in honor of Dr. Luv'Tesha Robertson and her service as a member of the CEO.

The Committee's next meeting is scheduled for January 26, 2026.



## 2024-2025 Degrees and Credentials Update

---

Christopher Ledford, Director  
Travis Muncie, Assistant Vice President  
Madalyn White, Senior Associate



# 2024-2025 Degree & Credential Highlights

- **Statewide credential production has grown steadily since 2019-2020, as well as compared to last year.**
  - Four-year public total degrees and credentials, bachelor's degrees, and graduate degrees and credentials awarded all increased last year.
  - AIKCU total degrees and credentials, bachelor's degrees, and graduate degrees and credentials awarded all increased last year.
  - KCTCS total degrees and credentials, associate degrees, and certificates awarded all increased last year.
- **Continued growth in dual credit and adult enrollment, along with growing retention and completion rates, create optimism around sustained credential growth.**



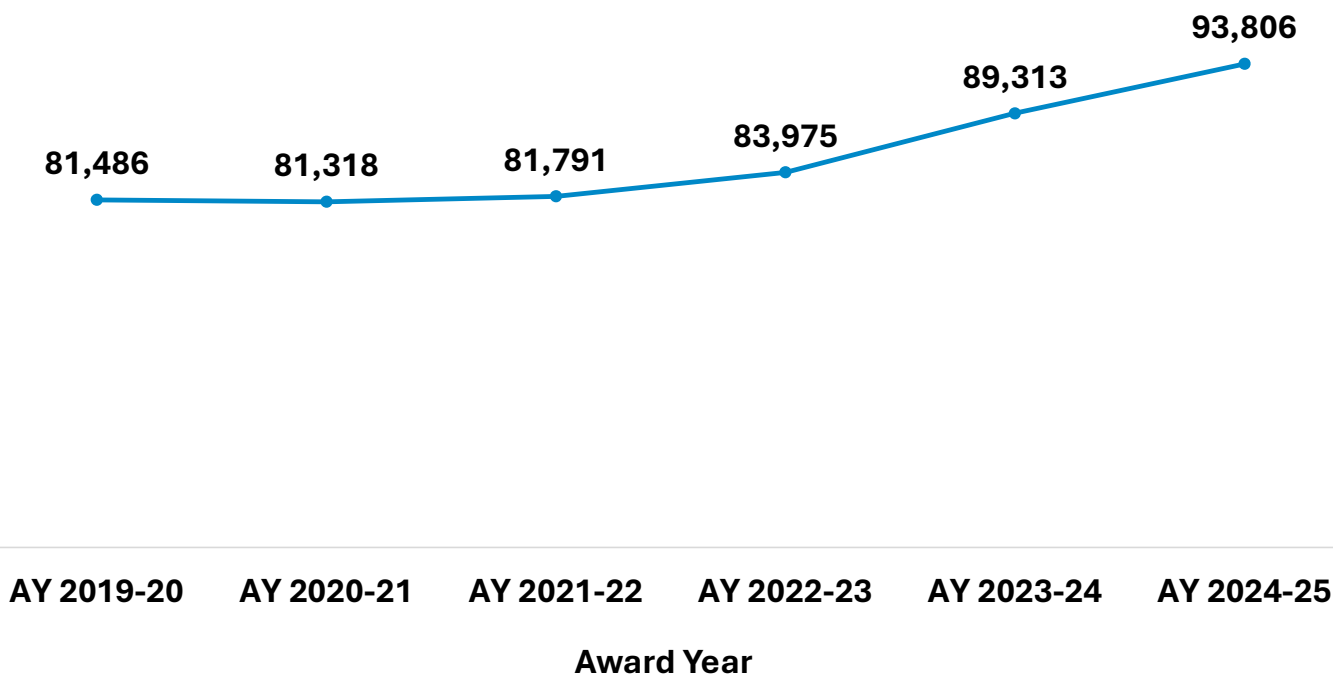
# All Degrees and Credentials 2019-2020 to 2024-2025

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# All Sector Degrees and Credentials

All Sector Degrees and Credentials



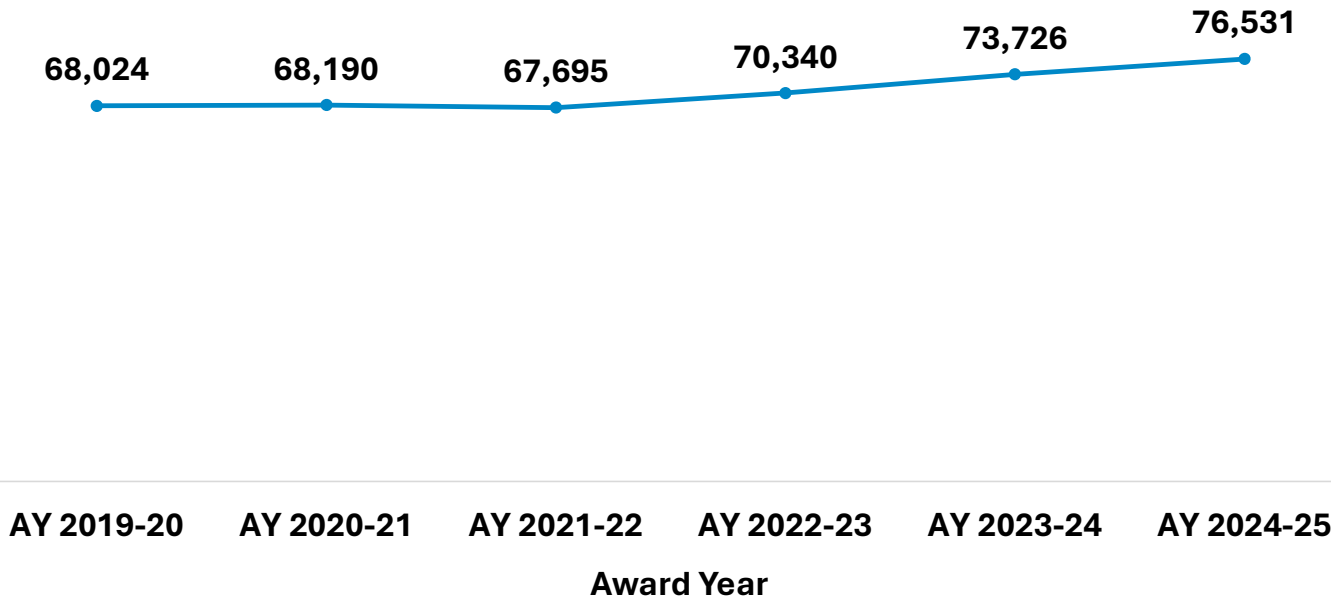
Across all sectors, total degree and credential awards have grown steadily over the last five academic years.

**+5.0%** since AY 23-24

**+15.1%** since AY 19-20

# All Public Institution Degrees and Credentials

All Public Degrees and Credentials



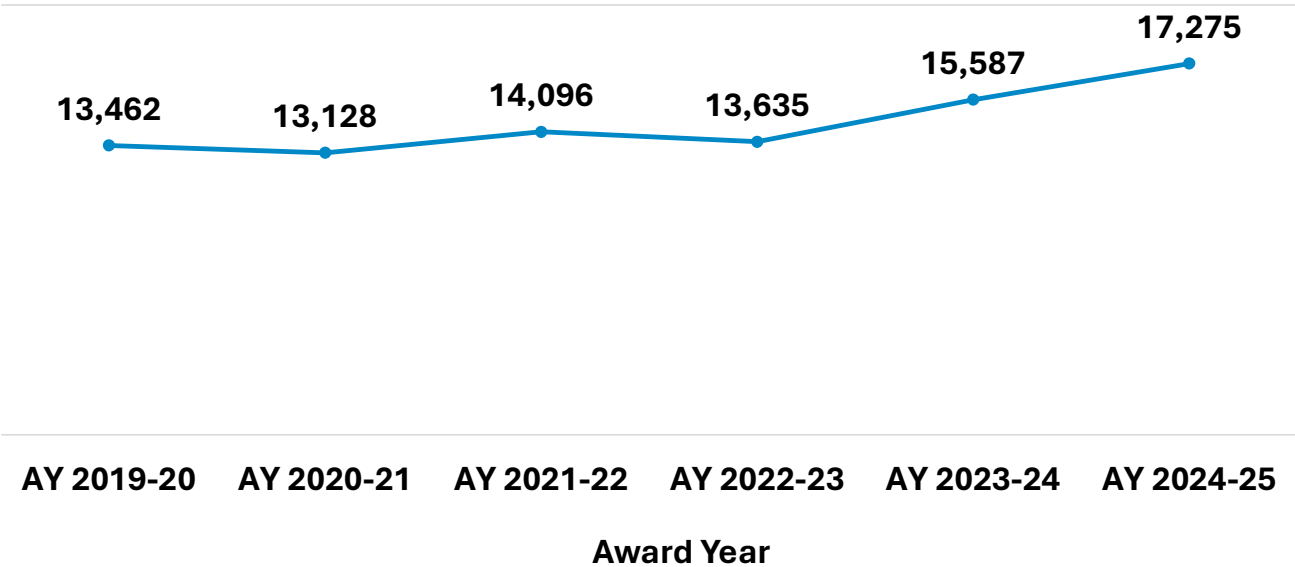
Total public degree and credential awards have grown steadily over the last five academic years, despite a slight dip during the pandemic.

**+3.8% since AY 23-24**

**+12.5% since AY 19-20**

# All AIKCU Degrees and Credentials

All AIKCU Degrees and Credentials



AIKCU total degree and credential awards have grown steadily over the last five academic years

**+10.8%** since AY 23-24

**+28.3%** since AY 19-20

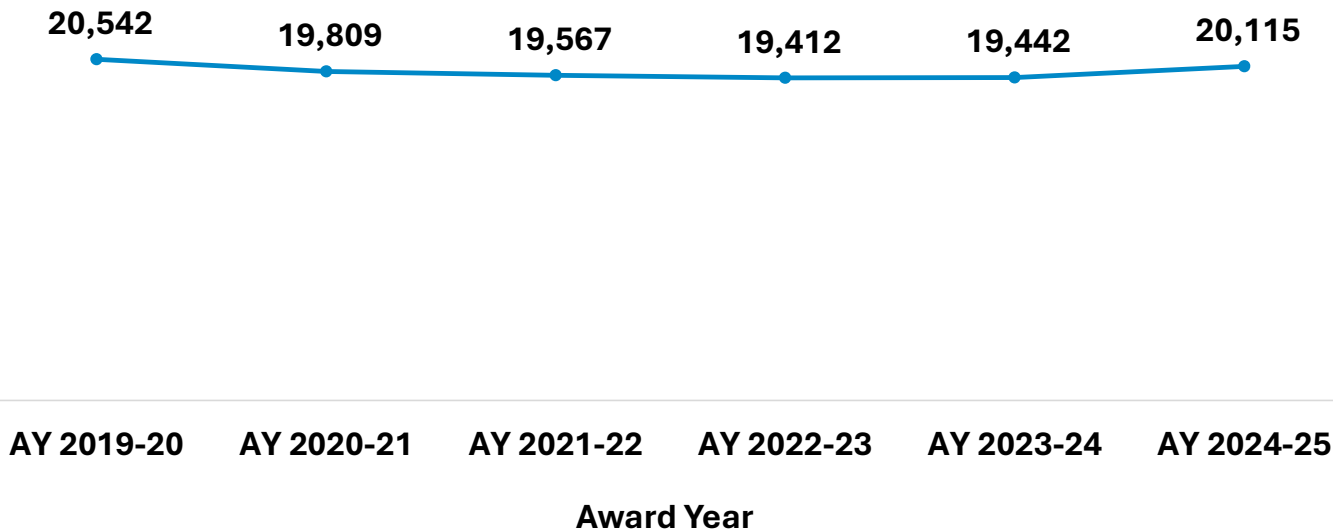
# Four-Year Public Institution Degrees and Credentials 2019-2020 to 2024-2025

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# Four-Year Public Undergraduate Degrees and Credentials

Four-Year Public Undergraduate Degrees and Credentials



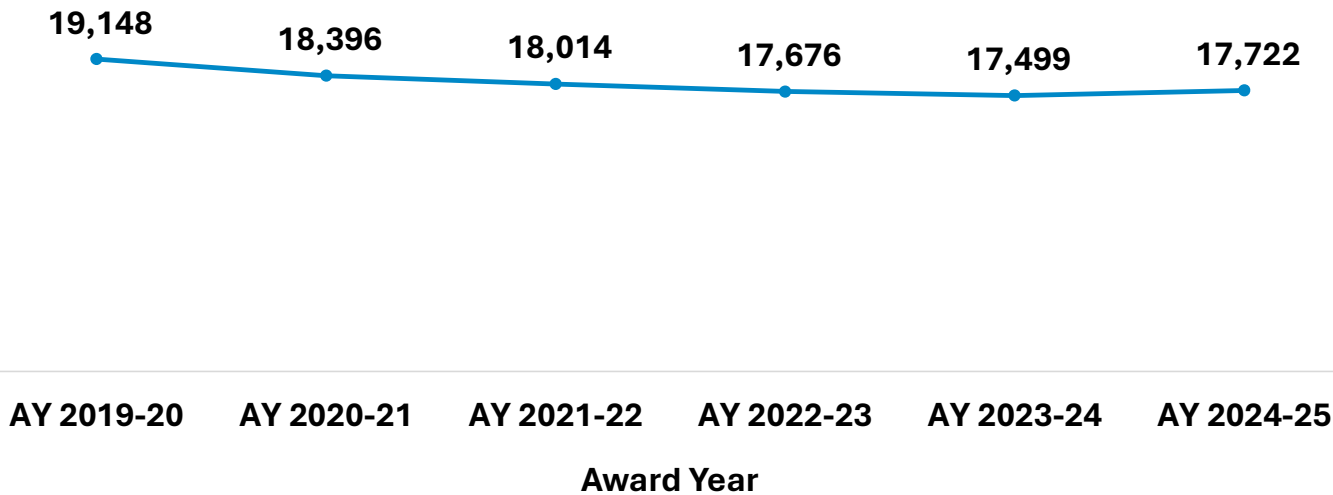
Four-year public undergraduate degree and credential production slowed during the pandemic but reversed and grew the last two years.

**+3.5%** since AY 23-24

**-2.1%** since AY 19-20

# Four-Year Public Baccalaureate Degrees

Four-Year Public Baccalaureate Degrees



Four-year public bachelor’s degree production has slowed but increased last year.

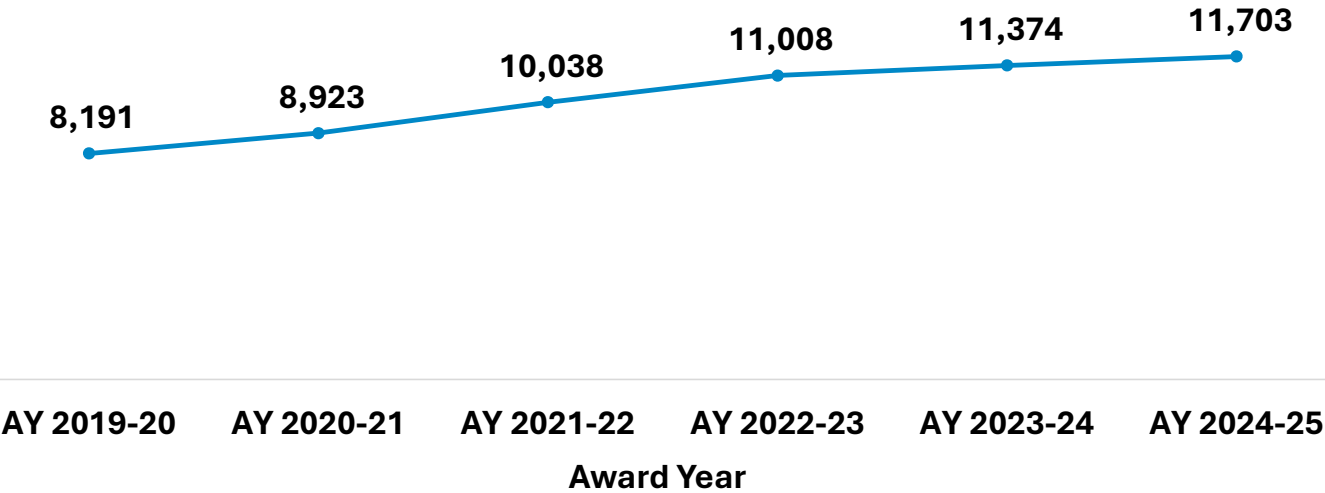
**+1.3% since AY 23-24**

**-7.4% since AY 19-20**

As mentioned last year, pandemic slowdown should recover over time with the enrollment rebound.

# Four-Year Public Graduate Degrees and Credentials

Four-Year Public Graduate Degrees and Credentials



Four-year public graduate and professional degree and credential production continues to show steady growth.

**+2.9% since AY 23-24**

**+42.9% since AY 19-20**



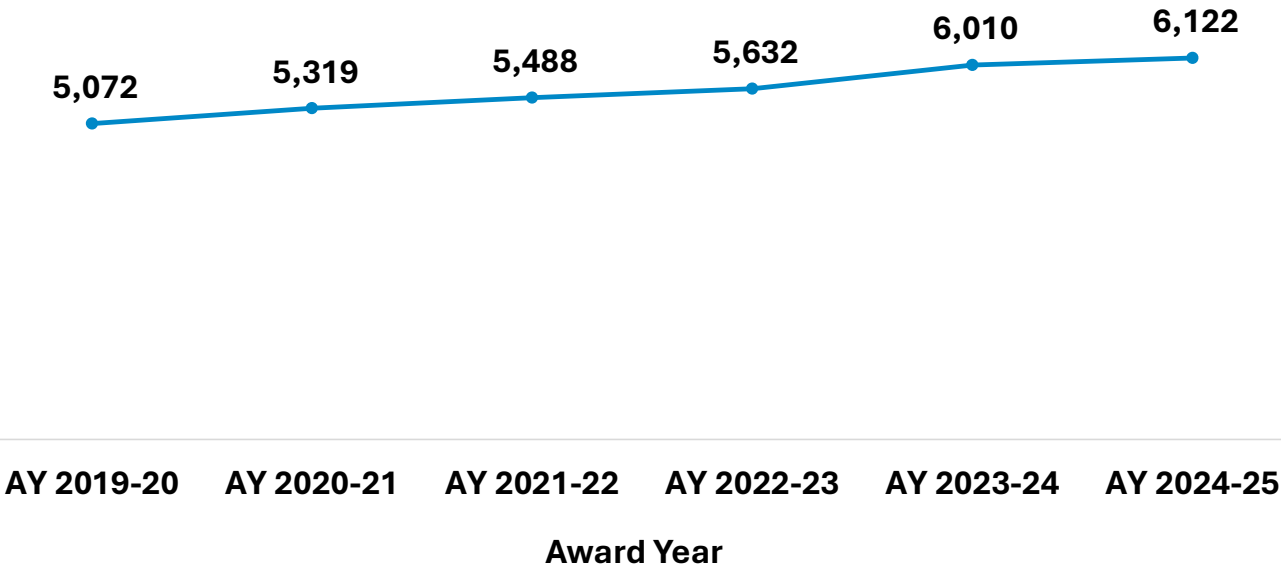
# Four-Year AIKCU Institution Degrees and Credentials 2019-2020 to 2024-2025

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# Four-Year AICKU Undergraduate Degrees and Credentials

Four-Year AICKU  
Undergraduate Degrees and Credentials



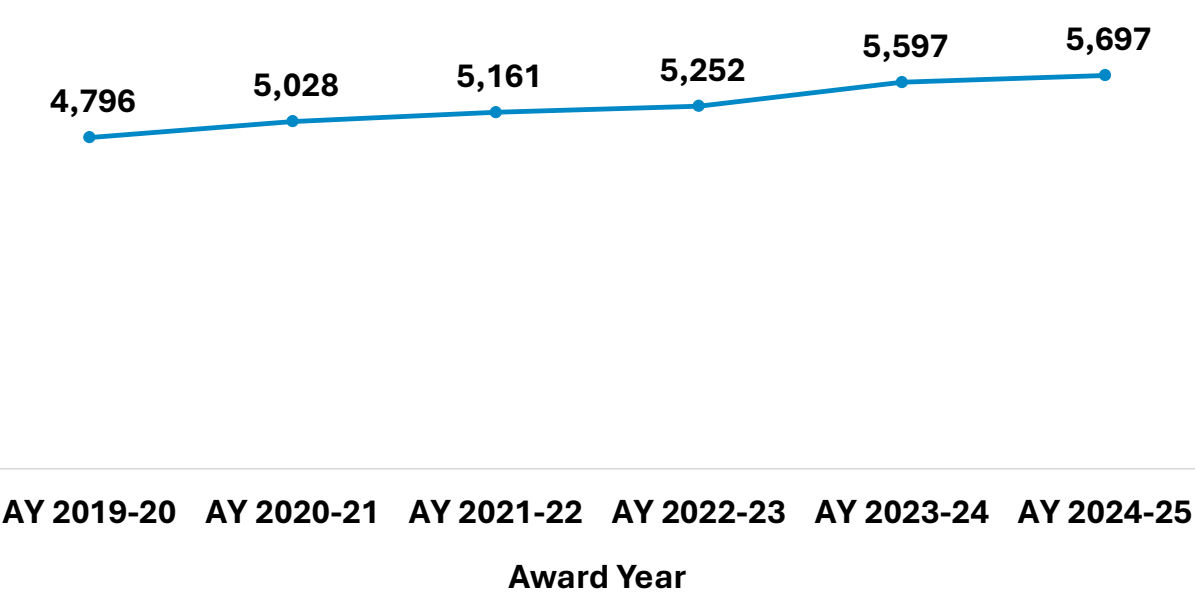
AICKU undergraduate degree and credential production continues steady growth.

**+1.9% since AY 23-24**

**+20.7% since AY 19-20**

# Four-Year AIKCU Baccalaureate Degrees

Four-Year AIKCU Baccalaureate Degrees



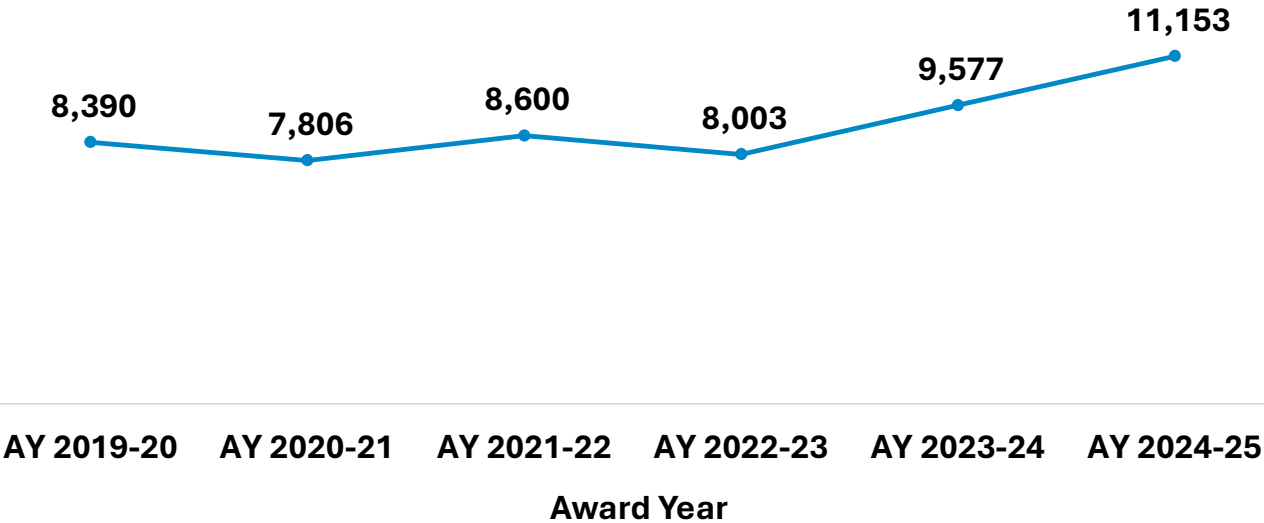
AIKCU bachelor’s degree production has been growing steadily over the past five years.

**+1.8% since AY 23-24**

**+18.8% since AY 19-20**

# Four-Year AIKCU Graduate Degrees and Credentials

Four-Year AIKCU  
Graduate Degrees and Credentials



AIKCU graduate and professional degree and credential production has fluctuated over time but generally increased.

**+16.5%** since AY 23-24  
**+32.9%** since AY 19-20

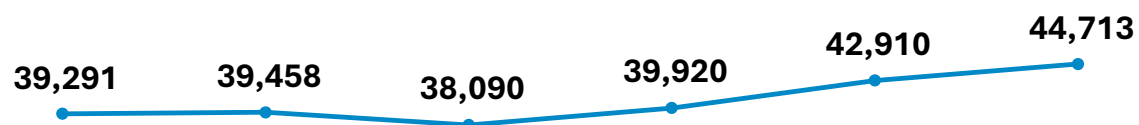
# Two-Year Public Undergraduate Degrees and Credentials 2019-2020 to 2024-2025

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# Two-Year Public Degrees and Credentials

Two-Year Public Degrees and Credentials



KCTCS undergraduate degree and credential production shows steady growth despite a minor dip during the pandemic.

**+4.2% since AY 23-24**

**+13.8% since AY 19-20**

AY 2019-20 AY 2020-21 AY 2021-22 AY 2022-23 AY 2023-24 AY 2024-25

Award Year

# Two-Year Public Associate Degrees

Two-Year Public Associate Degrees



KCTCS associate degree completions increased last year after a slight pandemic slowdown.

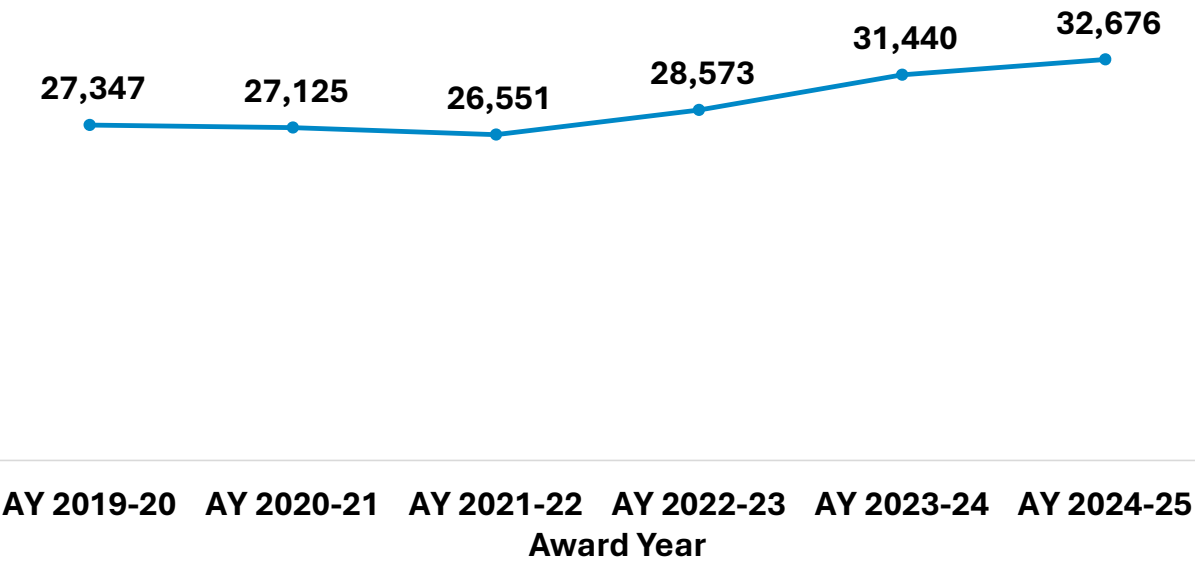
**+7.0%** since AY 23-24

**+4.0%** since AY 19-20

AY 2019-20   AY 2020-21   AY 2021-22   AY 2022-23   AY 2023-24   AY 2024-25  
Award Year

# Two-Year Public Certificates

Two-Year Public Certificates



Short-term certificates are the primary driver of credential growth at KCTCS, exhibiting robust growth over the last year and the period.

**+3.9% since AY 23-24**

**+19.5% since AY 19-20**



# Stay Connected



Twitter: **CPENews and CPEPres**



Data Center: [cpe.ky.gov/data](https://cpe.ky.gov/data)



Newsletter: [cpe.ky.gov/news/subscribe](https://cpe.ky.gov/news/subscribe)





# The Kentucky Graduate Profile: 10 Essential Skills for Success

*Ensuring high-quality, relevant degrees  
for all Kentucky Students*

The ***Kentucky Graduate Profile*** is the state's framework for postsecondary learning, designed to ensure that every student earns a high-quality, relevant degree.





# HIGHER EDUCATION *Matters*

A Statewide Strategic Agenda for  
Kentucky Postsecondary Education

**2022-2030**

Revised 2024



## KY's 60x30 Goal Our North Star

### VISION

Kentucky will be a national leader in building a strong, sustainable and equitable economy through increased educational attainment and affordable, high-quality postsecondary programs for all.

### MISSION

Kentucky's postsecondary education system drives innovation, enhances public health and well-being, breaks cycles of generational poverty and improves quality of life by preparing students to be lifelong learners and excel in a diverse, knowledge-based economy.

### VALUES

- Access, engagement & belonging
- Transparency & accountability
- Comprehensive student support
- Institutional collaboration
- Quality & excellence
- Affordability & accessibility
- Innovation
- Business & community partnerships

# What is Quality?



## Measurable degree to which a curriculum is ...

**Coherent:** well organized and scaffolded

**Engaging:** addresses student interest, involvement, and motivation

**Transformational:** positive change in knowledge, skills and perspectives.



# Strategic Agenda: Student Success

## **7. Ensure academic offerings are high-quality, relevant and inclusive.**

7a. Work with campuses to ensure the essential competencies and outcomes outlined in the Kentucky Graduate Profile are embedded in undergraduate programs.

7b. Enhance the relevance, inclusivity and quality of academic offerings through improvements in program review and approval processes.

# The Need for the Graduate Profile

# Learning Framework Provides Many Benefits

Communicates the value education

Provides structure and coherence to learning experiences

Helps students understand knowledge, skills and abilities gained

Helps students communicate their knowledge, skills and abilities to others

Allows employers to understand students' knowledge, skills and abilities





# Value of College Degree is under Unprecedented Scrutiny



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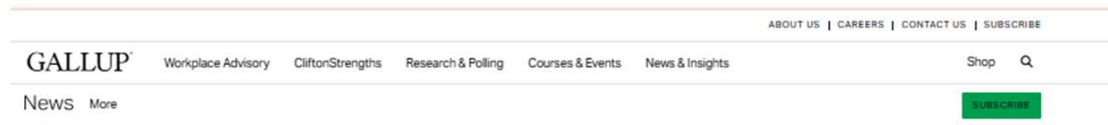
REPORT | MAY 23, 2024

SHARE

## Is College Worth It?

*As economic outcomes for young adults with and without degrees have improved, Americans hold mixed views on the value of college*

BY [RICHARD FRY](#), [DANA BRAGA](#) AND [KIM PARKER](#)



[in](#) [X](#) [f](#) [e](#) [s](#)

EDUCATION | SEPTEMBER 11, 2025

## Perceived Importance of College Hits New Low

The percentage of Americans saying college is "very important" has fallen to 35%



BY LYDIA SAAD



# Employer Needs and Graduate Perceptions Don't Align

| Skill             | % Employers Who Think Skill Is Important | % Graduates Who Feel Proficient |
|-------------------|------------------------------------------|---------------------------------|
| Critical Thinking | 96.1                                     | 55.9                            |
| Teamwork          | 93.9                                     | 81.5                            |
| Communication     | 96.1                                     | 53.5                            |
| Professionalism   | 89.4                                     | 50.3                            |

Data from National Association of Colleges and Employers (NACE) Job Outlook 2025 report (revised January 2025)

# We Need to Ensure Relevant, High-quality Degrees

## Review of Every Experience at Every Level:

- First-year courses
- General education courses
- Program-related courses
- Co-curricular experiences

## Do these experiences:

- Meet the changing demands of employers?
- Impart the essential employability skills?
- Expand a student's worldview to prepare them for life after college?
- Demonstrate the value of a college degree?

**CURRICULUM ALIGNMENT**





## KENTUCKY GRADUATE PROFILE

The Kentucky Graduate Profile is a **bridge between higher education and employers** by **focusing on skills** gained in college that are needed in the workforce.

By focusing on these skills, we are also helping demonstrate the **value of higher education**.

# The 10 Essential Skills of the Kentucky Graduate Profile

# Kentucky Graduate Profile: The 10 Essential Skills



Communication



Critical and creative thinking



Quantitative reasoning



Interpersonal relations



Adaptability and leadership



Professionalism



Civic engagement



Collaboration and teamwork



Knowledge application



Information literacy

# Three Levels of Mastery for Each Essential Skill

| Achievement Level | Performance Level                                                        | Educational Level                                     |
|-------------------|--------------------------------------------------------------------------|-------------------------------------------------------|
| Benchmark         | Beginning to acquire skill or knowledge but may need guidance or support | High school completion                                |
| Milestone         | Demonstrate competence independently                                     | Associate degree or halfway through bachelor's degree |
| Capstone          | Apply the competency with expertise and precision                        | Completion of bachelor's degree                       |



## Essential Skill 1: Communicate effectively

Graduates will communicate effectively by listening, weighing influencing factors, and responding accurately and professionally. They will express their thoughts coherently in writing, orally, and in formal presentations.

### Definition

### Three levels of mastery

| Benchmark<br>College entry                                       | Milestone<br>End of 2 years of college                                                                                | Capstone<br>Bachelor's degree completion                                                                                                                                                   |
|------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Asks questions to clarify understanding.                         | Gives focused attention to others, asks clarifying questions, and shows awareness of non-verbal signals.              | Facilitates conversation by using active listening techniques and non-verbal signals.                                                                                                      |
| Expresses thoughts and ideas through writing.                    | Writes formally and informally using logical structure, complete sentences, standard grammar and correct punctuation. | Tailors written communication to the audience and situation, such as using professional vocabulary and tone and a logically organized structure that is suited to the context and purpose. |
| Shares content through one-on-one and small group conversations. | Engages in formal conversations with peers and professionals by offering information and ideas.                       | Prepares, structures, and delivers an oral presentation in a professional setting.                                                                                                         |

## Assessment

### COORDINATING THE REDDING MUSIC FESTIVAL Essential Skill 1: Communicate Effectively Role Play Assessment [Milestone and Capstone Levels]

#### Learner Instructions:

Today, you are meeting with Carol Williams, a prominent community member and fast food franchise owner from Redding, Kentucky, to discuss an idea for a three-day music festival. Carol has hired you as a **special projects coordinator**, making you Carol's key partner in preparing for and executing plans for the festival.

Over the years, Carol has demonstrated a commitment to supporting the local creative scene in and around Redding, particularly in music. Carol has sponsored philanthropic initiatives that promote emerging musicians, ensuring they have the platforms needed to thrive. It's through this community work that Carol built a relationship with Redding's mayor, and this relationship has deepened as the growth of Carol's fast food business has led to a positive impact on employment in the area.

Carol has recently acquired a large plot of land and expressed to you the interest in starting a three-day music festival on this land. Carol wants your help getting the mayor's support.

Redding has never hosted a music festival before and Carol has no experience putting on a major community or commercial event.

During this meeting, you will talk with Carol about this idea by asking questions and offering ideas. Afterward, you will send Carol a summary of your meeting in an email, including the details you were able to confirm for pursuing the festival and any next steps.

**Capstone only:** Then you will lead a five-minute, in-person presentation of the idea to the town's mayor, where you will share the vision for the festival, any relevant logistical details, and help the mayor understand what you will need from the city to pull it off.

#### Key Facts:

- Location: Redding, Kentucky
- Population: 2,235 people
- Festival Site: 700 acres of unused farmland

#### Objectives:

- Give your focused attention to the conversation and ask clarifying questions
- Offer substantive information and ideas
- Summarize the conversation and next steps in a follow-up email to Carol
- Present the idea to the town's mayor (Capstone only)



# Implementation of the Kentucky Graduate Profile

# Implementation Phases





## Phase 1: Institutional Knowledge and Support



CONVENED  
LEADERS FROM  
ALL 24 PUBLIC  
INSTITUTIONS



HIGHLIGHTED  
EXEMPLAR  
PROGRAMS



IMPLEMENTED  
IMPACT  
PROJECTS

## Phase 2: Definitions of Skills



DEVELOPED  
SHARED  
DEFINITIONS FOR  
EACH ESSENTIAL  
SKILL



IDENTIFIED  
MEASURABLE  
INDICATORS OF  
LEVELS OF  
MASTERY



CREATED  
ASSESSMENTS  
AND RESOURCES  
FOR FACULTY  
AND STAFF



## Phase 3: Wide-Scale Implementation

Every graduate from a  
Kentucky public  
postsecondary institution  
understands, articulates,  
and demonstrates mastery  
of the 10 Essential Skills.

# Phase 3: Campus Activities



Policies and  
practices



Communications  
plan



Curriculum maps



Co-curriculum maps



General education



Assessment strategy



Signature  
assignments



Faculty resources

## Phase 3: Align State Policies



**KENTUCKY  
GRADUATE  
PROFILE**

10 Essential Skills for Success in Life & Work

- Program Approval Policy

Approved by  
CPE in  
September 2025

- Program Review Policy

Future focus

- General Education Transfer Policy

Currently doing  
background  
work

# Phase 3: Provide Faculty and Staff Support



**KENTUCKY  
GRADUATE  
PROFILE**

10 Essential Skills for Success in Life & Work

- Webinars and Workshops

Ongoing

- Faculty Leadership Efforts

Ongoing

- Resource Repository

Ongoing



# Graduate Profile Resource Center



## Resource Center

- Home
- What's New on the Site?
- History of the Graduate Profile
- The Need for the 10 Essential Skills
- The 10 Essential Skills
- The Curriculum Development Toolkit
- Resources for Faculty and Instructors
- Supporting Student Learning



**KENTUCKY GRADUATE PROFILE**

Welcome to the Kentucky Graduate Profile Resource Center. This site provides postsecondary faculty and staff resources to incorporate and assess the 10 Essential Skills in academic and co-curricular programming.

|                                                          |                                                      |                                                    |                                                                      |
|----------------------------------------------------------|------------------------------------------------------|----------------------------------------------------|----------------------------------------------------------------------|
| <a href="#">History of the Kentucky Graduate Profile</a> | <a href="#">The Need for the 10 Essential Skills</a> | <a href="#">The 10 Essential Skills</a>            | <a href="#">Levels of Mastery Charts for all 10 Essential Skills</a> |
| <a href="#">Resources for Faculty and Instructors</a>    | <a href="#">Employability Scan (eScan)</a>           | <a href="#">The Curriculum Development Toolkit</a> | <a href="#">Supporting Student Learning</a>                          |

# Alignment with Other Efforts

# Partnering to Ensure 10 Essential Skills



Know. Experience. Act.

Multi-State  
Collaborative



10 Essential Skills for Success in Life & Work

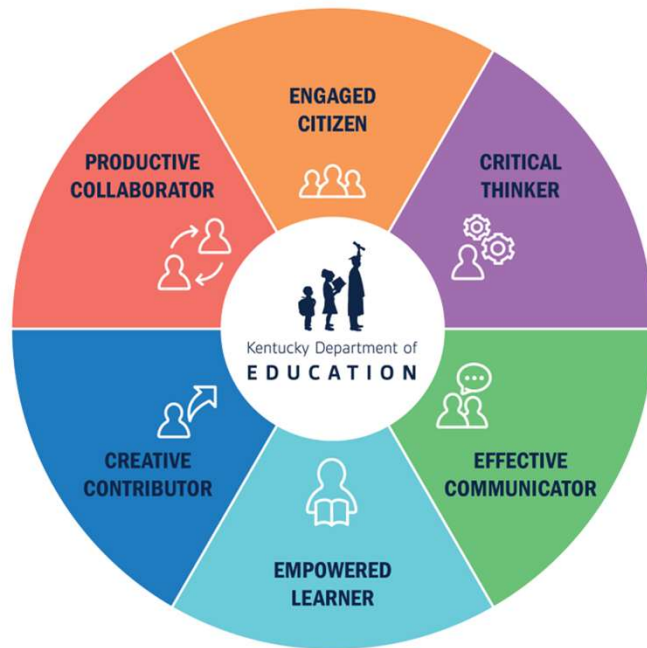


PASS Initiative



# Kentucky's K-12 Portrait of a Learner

Approved by Kentucky Board of Education, Oct. 2022



## KENTUCKY PORTRAIT OF A LEARNER



**ENGAGED CITIZEN** - Shows respect and empathy across differences, embraces diversity of opinion, seeks cultural understanding, participates in the democratic process to challenge the status quo, and makes a positive impact on their community and the world.



**CRITICAL THINKER** - Thinks deeply and makes informed decisions to create solutions or new understanding supported by relevant and reliable evidence.



**EFFECTIVE COMMUNICATOR** - Engages diverse audiences respectfully by exchanging ideas and information responsibly, listening actively, speaking and writing clearly, and using print and digital media appropriately.



**EMPOWERED LEARNER** - Demonstrates mastery and application of academic competencies. Develops the skills and dispositions to persist through difficulties and plan for a future of self-improvement.



**CREATIVE CONTRIBUTOR** - Interprets experiences, imagines and plays with new possibilities with curiosity, and creates approaches that are novel, useful, and valued by the world around them.



**PRODUCTIVE COLLABORATOR** - Engages with others to achieve a common goal through building positive relationships, actively listening, showing empathy, and making individual contributions to a larger group.

# How Kentucky's Learning Frameworks Align

Kentucky Graduate Profile skills and corresponding Kentucky Portrait of a Learner outcomes

| Communications                                                                                 | Critical and Creative Thinking                                         | Quantitative Reasoning                | Interpersonal Relations                                              |
|------------------------------------------------------------------------------------------------|------------------------------------------------------------------------|---------------------------------------|----------------------------------------------------------------------|
| Effective Communicator                                                                         | Critical Thinker<br>Creative Contributor                               | Empowered Learner<br>Critical Thinker | Engaged Citizen<br>Effective Communicator<br>Productive Collaborator |
| Adaptability and Leadership                                                                    | Professionalism                                                        | Civic Engagement                      | Collaboration and Teamwork                                           |
| Empowered Learner<br>Creative Contributor<br>Productive Collaborator<br>Effective Communicator | Effective Communicator<br>Empowered Learner<br>Productive Collaborator | Engaged Citizen                       | Productive Collaborator<br>Creative Contributor                      |
| Knowledge Application                                                                          | Information Literacy                                                   |                                       |                                                                      |
| Empowered Learner                                                                              | Effective Communicator<br>Critical Thinker                             |                                       |                                                                      |



# KENTUCKY GRADUATE PROFILE

10 Essential Skills for Success in Life & Work







# CPE REPORT

Eastern Kentucky University News for the Council on Postsecondary Education



## EASTERN KENTUCKY UNIVERSITY RECOGNIZED FOR AFFORDABILITY AND SOCIAL MOBILITY

Eastern Kentucky University (EKU) was once again recognized for affordability and accessibility, ranking in Washington Monthly's "Best Colleges for Your Tuition (and Tax) Dollars" and "2025 Best Bang for the Buck: South."

In the U.S. News and World Report release of 2026 Best Colleges, EKU ranked among Best National Universities, Top Public Schools, Top Performers on Social Mobility and Best Bachelor of Science in Nursing Programs. Social mobility measures how well colleges help students improve their social and economic standing. For the third consecutive year, EKU landed first among Kentucky's public universities in this category.

"We're constantly looking for opportunities to remove barriers and to increase access and increase affordability for students each and every day," said EKU President David McFaddin. "Innovative initiatives, such as our new out-of-state tuition rate, reaffirm this commitment, and recent rankings, such as those from Washington Monthly and U.S. News and World Report, prove our role as Kentucky's School of Opportunity."

EKU ranked in the top 30% of 1,421 schools in Washington

Monthly's "Best Colleges for Your Tuition (and Tax) Dollars" list and first among the state's regional public universities. The university also climbed 21 spots from the previous year to No. 85 in the "Best Bang for the Buck: South" rankings.

Within six months of graduation, 77% of EKU graduates report full-time employment, 59% are employed within their field of study, and the average starting salary is \$50,000. Ninety-three percent indicate satisfaction with their career choice. EKU continually seeks to align academic programs with state workforce needs, preparing students for meaningful careers and long-term success.

"I chose Eastern Kentucky University because of its strong academic programs and sense of community," said Matthew Quansah, a 2024 graduate of EKU's Master of Public Health program. "The faculty and staff are dedicated to helping students succeed, and numerous resources are available for support. Overall, EKU seemed like the perfect fit for me to further my education and personal growth."

As of Fall 2024, EKU is the largest regional public institution in Kentucky for degree-seeking student enrollment.



## EKV AND KCTCS PARTNERSHIP REDUCES TIME AND COST FOR TRANSFER STUDENTS

A historic transfer agreement between Eastern Kentucky University and the Kentucky Community and Technical College System (KCTCS) will help more students begin at a community college and transfer seamlessly to EKV and earn four-year degrees.

Officials announced in September that EKV will expand its 23 transfer pathways to students at any of the state's 16 community colleges. The partnership maximizes credit transfer, reduces time to degree and provides access to transfer scholarships valued at \$4,000 per year. The goal is to remove barriers to completing credentials at KCTCS and earning a degree at EKV.

"We have long been partners with KCTCS with more students transferring from KCTCS to EKV than any other university, and we're proud to be the top choice for transfer students," said EKV President David McFaddin. "This extended partnership reinforces our mission of access, affordability and student success and demonstrates a shared commitment to removing barriers to higher education for Kentuckians."

Kahlilah Mitchell earned her associate degree at KCTCS before transferring to EKV. She went on to complete her bachelor's degree in social work and is now pursuing a Master of Social Work at EKV.

"Each step has been a milestone, not just for me, but for my son, too," said Mitchell. "At EKV, I found another strong support system in the Center for Student Parents. They became a place where I could find guidance, encouragement and resources tailored to my journey as a mother and a student."

## EKV PROFESSOR SECURES OVER \$1 MILLION TO EXPAND STUDENT RESEARCH OPPORTUNITIES

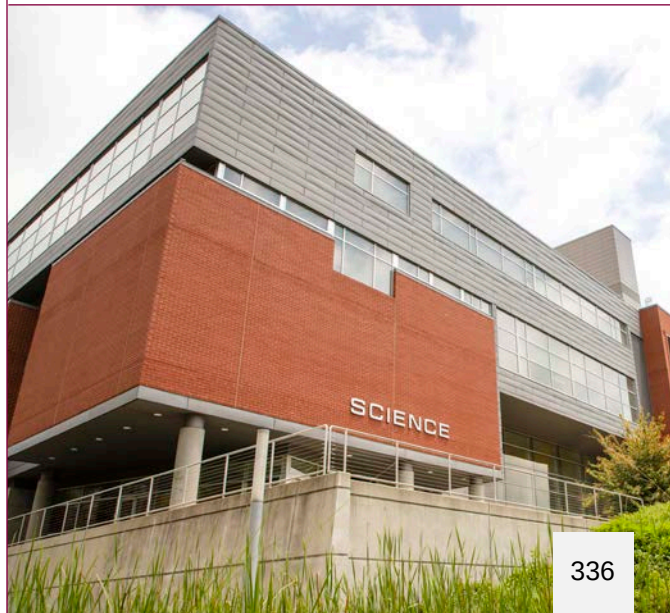
Eastern Kentucky University Associate Professor Dr. Jason Fry has secured more than \$1 million in research funding from the National Science Foundation (NSF), allowing students to gain hands-on experience in physics research at EKV and laboratories around the world.

In EKV's Department of Physics, Geosciences and Astronomy, Fry leads the Nuclear and Particle Physics Detector Lab. His work focuses on neutron decay, a fundamental process that helps scientists understand the building blocks of the universe.

Over the past five years, Fry has received more than \$800,000 in NSF research funding as a principal investigator, with another \$300,000 as a co-principal investigator. Grants such as RUI: Testing Fundamental Symmetries in Neutron Beta Decay and LEAPS-MPS: Precision Measurements of Neutron Beta Decay support students in building and testing equipment, analyzing data and collaborating with scientists at national labs. Another award, the IRES Track I: Neutron Optics Parity and Time Violation Experiment in Japan, funds a 10-week international research experience for EKV undergraduates at Nagoya University.

"The main impact of all this funding is to help students," said Fry. "I came to EKV because I wanted to create opportunities for students that didn't exist here before."

Senior physics major Jasmine Shim said, "Once I met Dr. Fry, the opportunities were endless. It's an honor to work with him, because he truly cares about our education and being the next generation in the research industry."







# GOOD NEWS

NOVEMBER 2025



## Dr. Joy Coles Inducted as HFSA Fellow

Kentucky State University's Dr. Joy Coles, Assistant Professor and DNP Track Coordinator, was recently inducted as a fellow of the Heart Failure Society of America (HFSA) in recognition of her outstanding contributions to heart failure medicine. A board-certified nurse practitioner with over a decade of cardiovascular care experience, Dr. Coles combines her clinical expertise and post-doctoral training in nursing education to mentor KSU nursing students. She also actively contributes to community health initiatives, including fundraising for the American Heart Association, and serves in leadership roles with state and national nursing organizations.

## Celebrating 139 Years of Thorobred Pride

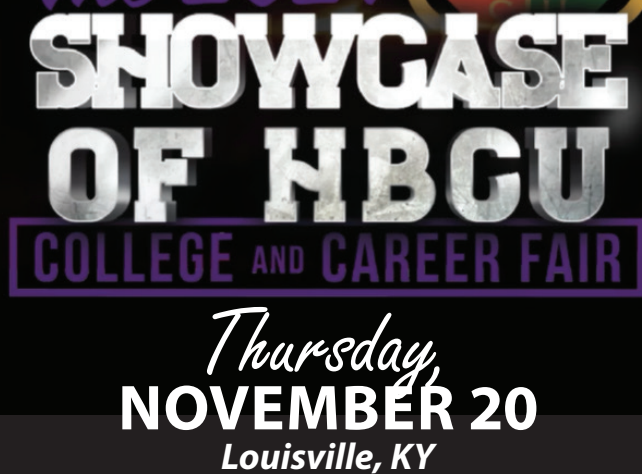
Kentucky State University celebrated 139 years of legacy, tradition, and pride during Homecoming 2025, October 5–12. Students, alumni, friends, and the Frankfort community came together for a week of spirited gatherings, reunions, and signature events honoring KSU's past and inspiring its future.

Join us next year for Homecoming 140—a milestone celebration with even bigger festivities and the enduring spirit of the Thorobred community.



Kentucky State Extends Win Streak, Earns Spot on the NCAA Division II Super Regional 2 Rankings





### Inaugural Coleman Fundraiser Raises \$30,000

Kentucky State University supporters gathered September 16 at Coleman Crest Farm for the first Sam and Cleo Coleman KSU Fundraiser, cohosted by Jim Coleman. The event raised \$30,000 for student scholarships and celebrated the legacy of KSU alumni Sam and Cleo Coleman.

A big thank you to partners, guests, and Lt. Governor Jacqueline Coleman for making the evening a success. We look forward to continuing this tradition next year!



### Ag Roundup Welcomed Nearly 4,000 Participants

The Third Annual Ag Roundup brought nearly 4,000 participants—including more than 1,000 middle and high school students—to campus and community sites for three days of hands-on learning in aquaculture, forage quality, drone mapping, food science, and more. Students, families, and educators engaged directly with faculty, Extension specialists, and current majors, strengthening recruitment pipelines into agriculture, health, and natural resources programs while showcasing the University's land-grant mission in action. (Event dates: September 4–6, 2025.)



### Students Complete Public Health Practicum

Two KSU Master of Environmental Studies students, Akinola Ebenezer and Fakolade Susan, completed a Summer 2025 practicum with the Franklin County Health Department, gaining hands-on experience at the intersection of environmental studies and public health.

Their work supported harm reduction, opioid abatement, and youth health initiatives, culminating in a presentation at KSU's One Health Program seminar. Faculty and health department mentors praised their professionalism and impact, highlighting how experiential learning strengthens both student development and community partnerships.





NOVEMBER 2025



## Morehead State hosts Phil Simms Stadium Dedication

Morehead State University proudly celebrated a landmark moment during Homecoming 2025 with the official naming of Phil Simms Stadium, honoring one of its most distinguished alumni and NFL football legend **Phil Simms (Class of 2015)**. The dedication ceremony was held on Saturday, Oct. 18.

Simms' contributions to MSU span decades, including hosting youth football camps, mentoring players and coaches, and supporting fundraising efforts that have significantly advanced the Eagles football program. His return to campus in 2015 to complete his degree and receive an honorary doctorate further cemented his lifelong commitment to the University.

Simms reflected on his journey from MSU student-athlete to Super Bowl MVP and NFL icon, recognized the many former teammates, friends and their families who returned to campus for this celebration and expressed how much this recognition means to him.

"If I had to name my 10 to 15 closest friends in life, they would all be from here," Simms said. "I can never get the words that really capture everything I want you to know... I'm a part of Morehead State, the school, the town and of course the football team."



### Office of the President

202 Howell-McDowell Admin. Bldg. | Morehead, KY 40351

Phone: 606-783-2022 | [president@moreheadstate.edu](mailto:president@moreheadstate.edu)

[www.moreheadstate.edu/president](http://www.moreheadstate.edu/president)

## **Morehead State earns best national ranking to date**

A year after earning the highest ranking in its history, Morehead State University is still climbing the U.S. News & World Report rankings. For 2025, Morehead State is now #12 among all top public regional universities in the South—a new best-ever ranking for the University.

In its 41st year, the rankings evaluate nearly 1,500 national colleges and universities on up to 17 academic quality measures, emphasizing social mobility and outcomes for graduating college students.

In the University Regional South Category, U.S. News & World Report also recognized Morehead State as one of the Best Colleges for Veterans, Best Value Schools, and Undergraduate Teaching, as well as one of the Top Performers on Social Mobility.

“We are proud of the advances in our rankings over the past few years. Reaching the Top 15 last year was remarkable, and now we’ve advanced to #12,” said MSU President Dr. Jay Morgan. “We are moving MSU forward with new and improved academic and residential facilities while emphasizing our academic quality and affordability. This recognition shows that we are headed in the right direction as we strive to be a great university in the South.”

## **MSU breaks ground on two new buildings**

Morehead State University celebrated a significant milestone as Homecoming 2025 began with groundbreaking ceremonies for two transformative construction projects that will redefine the student experience and MSU’s academic landscape.

The ceremonies marked the official launch of the Multidisciplinary Academic Building and a new residence hall that will replace Normal Hall, which was razed earlier this year.

The Multidisciplinary Academic Building will house music and business programs, offering innovative classrooms, performance spaces, and collaborative areas. The new residence hall will feature modern amenities and design elements reflecting the input of MSU students.

“Our commitment to academic excellence and student success continues with these new buildings that are meant to transform the University for generations of students to come,” said Dr. Jay Morgan.

Construction on the new residence hall is expected to be completed in Spring 2027, and the Multidisciplinary Academic Building is scheduled for completion in Fall 2027.

## **MSU hosts Rural Schools Collaborative**

Morehead State University is continuing its commitment to educating the Appalachian region and making a sizable impact on rural teacher preparation.

MSU welcomed representatives from the Rural Schools Collaborative for a special visit highlighting the University’s leadership in rural teacher preparation and its commitment to Appalachian education through the Appalachian Future Educators Scholars program.

MSU is the Commonwealth’s only university partner of the Rural Schools Collaborative, a nationwide initiative to improve rural education.

Launched in 2021 through a Catalyst Initiative Grant from the Rural Schools Collaborative, the Appalachian Future Educators Scholars program selects one student from each of the 22 counties in MSU’s service region to receive a scholarship and participate in a specialized cohort experience. The program is designed to strengthen the pipeline of educators returning to rural Appalachia.



### Virtual Reality Lab for experiential learning in criminal justice and social work opens

Murray State University's Criminal Justice and Social Work department has officially opened a new Virtual Reality (VR) Lab, providing students in these programs with an innovative, hands-on approach to learning. A grand opening was held during Family Weekend, offering families and community members the opportunity to see how the department is preparing students for careers that increasingly rely on technology.

The lab uses the WRAP VR system, which places students into highly detailed, real-world scenarios designed to strengthen communication and problem-solving skills. Situations range from traffic stops and domestic violence calls to encounters with individuals experiencing mental illness or substance abuse issues.

The system emphasizes de-escalation and communication as primary tools, with physical force serving as a last resort. After completing a scenario, students participate in group discussions to reflect on what went well, what challenges they faced and how theoretical knowledge applies to the situation.

As mental health and substance abuse concerns continue to grow nationwide, social workers and law enforcement are working together more frequently. The collaboration between Murray State's programs mirrors these real-world partnerships, helping students gain experience with cross-disciplinary teamwork early in their careers.

The Murray State University Police Department will also partner with faculty to run simulations during select events and training sessions, providing their expertise to enhance the scenarios.



### School of Nursing and Health Professions receives \$499,000 award as part of larger \$1.5 million grant to increase training opportunities through simulation-based technology

The Murray State University School of Nursing and Health Professions (SONHP) recently received a \$499,000 third-year continuation award as part of an ongoing grant that is part of the Nurse Education, Practice, Quality and Retention Simulation Education Training (NEPQR-SET) program, which is provided by the Health Resources and Services Administration.

The most recent award was the third and final year of the grant, said Dean of the Murray State School of Nursing and Health Professions Dr. Dina Byers. In total, the SONHP has been awarded \$1.5 million to carry out this project. The proposal was written by Drs. Dina Byers, Dana Todd, Tonia Mailow and Jennifer Rogers, in partnership with Baptist Health Paducah.

The purpose of the NEPQR-SET program is to enhance nurse education and strengthen the nursing workforce by increasing training opportunities for



nursing students through the use of simulation-based technology, including equipment, to increase their readiness to practice upon graduation. This training expands the capacity of nurses to advance the health of patients, families and communities in rural or medically underserved areas experiencing diseases and conditions such as stroke, heart disease, behavioral health, maternal mortality, HIV/AIDS and obesity.

### Murray State University recognized nationally by U.S. News & World Report for 35th consecutive year

Murray State University has again been recognized by *U.S. News & World Report* as one of the top universities in the country in multiple categories, marking the institution's 35th consecutive year of top-tier rankings by the national college guide.

Murray State ranks in the South region as follows:

- 19th - Best Value Schools
- 6th - Top Public Schools
- 14th - Regional Universities
- 6th - Best Colleges for Veterans - Regional Universities

Murray State increased its ranking in the Top Public Schools, Top Regional Universities and Best Regional Universities for Veterans categories.

Murray State has also been recognized as a top university in undergraduate academic programs of engineering, nursing and psychology, and was recognized for its Doctor of Nursing Practice program as well.

"National rankings such as *U.S. News and World Report's* recognition are an important marker of the value and excellence of a Murray State University degree," Murray State President Dr. Ron Patterson said. "Our University holds a broad, deep commitment to teaching, learning and innovation which has uniquely positioned us to make a contribution and impact today's society."

Recognized as one of America's best college values, Murray State has been recognized nationally for both quality and value by the following publications:

- *Washington Monthly* - "Best Bang for the Buck"
- *Wall Street Journal* - "Best Colleges in the United States"
- *Niche* - "Best Colleges in Kentucky"
- *Colleges of Distinction* - "Best Colleges"
- *Military Friendly* - "Military Friendly School"

## Statewide Program of Distinction in Cybersecurity and Network Management reports third consecutive year of record enrollment



Murray State University's statewide Program of Distinction in Cybersecurity and Network Management (CNM) continues to set new benchmarks, experiencing a third consecutive record-breaking year in student enrollment. This milestone highlights both the exemplary reputation of the program and the increasing demand for skilled professionals in the ever-evolving field of cybersecurity.

This fall semester, the program welcomed 85 new first-time students—an all-time high for incoming cyber students. With this influx, total enrollment in the CNM program has surpassed 250 students, marking the highest in the program's history. This surge in interest reflects a broader national trend that recognizes cybersecurity as a critical discipline, as well as the program's ongoing commitment to

excellence in education, hands-on training and workforce readiness.

Murray State has expanded its cyber-related programs, which are now open for enrollment. The offerings include a bachelor's degree in Cybersecurity and Network Management featuring a new track in industrial cybersecurity, a master's degree in Cybersecurity Management, and three undergraduate certificates: Cybersecurity Analyst, Cloud Operations and Industrial Cybersecurity, as well as a graduate certificate in Risk Management. Recently, Murray State implemented a 4+1 program, enabling students to graduate with both a bachelor's and a master's degree in Cybersecurity.

In 1997, Kentucky House Bill 1 created Programs of Distinction through the Kentucky Council on Postsecondary Education at public postsecondary institutions, including Murray State University's cybersecurity program. Murray State offers a bachelor's degree in Cybersecurity and Network Management, along with an accelerated master's degree (available online) in Cybersecurity Management that can be completed in 12-18 months and certificates at both the undergraduate and graduate levels.

## Topping Out Ceremony celebrates key milestone for new School of Nursing and Health Professions Building

The campus and broader community attended a special topping out ceremony for the new School of Nursing and Health Professions Building, Jackson Hall, on Oct. 30.

A topping out ceremony marks the placement of the final beam atop a new building, celebrating a key milestone in construction and honoring the efforts of everyone involved.

The new building, which is anticipated to open in the Fall 2026 semester, was made possible by a \$45.5 million investment from the Commonwealth of Kentucky. It will offer state-of-the-art technology, expanded space for labs, larger classrooms,

simulation areas, spaces for student and faculty collaboration and study, as well as the campus health clinic.



Dr. Narayan Paul  
Photo by Dr. Alissa Sanderson

## Breathitt Veterinary Center at Murray State University welcomes Dr. Narayan Paul as new director

The Breathitt Veterinary Center at Murray State University is excited to announce the appointment of Dr. Narayan Chandra Paul as its new director.

A board-certified diplomate of the American College of Veterinary Microbiologists, Paul brings more than two decades of expertise in veterinary diagnostics, microbiology and leadership—alongside a proven track record in advancing animal health, food safety and public health.

Paul earned his Doctor of Veterinary Medicine from the University of Chittagong (Bangladesh), followed by a Master of Science in microbiology (virology) from Bangladesh Agricultural University, and a doctorate in microbiology (bacteriology) from the University of Copenhagen (Denmark). His distinguished career spans academia, international development and veterinary diagnostics, including service with the Food and Agriculture Organization of the United Nations.

Throughout his career, Paul has collaborated with veterinarians, livestock producers and public health officials across the U.S. and internationally. His leadership in quality assurance and laboratory accreditation ensures the highest diagnostic standards. His expertise will continue to support producers, veterinarians and regulatory agencies in safeguarding animal health and ensuring the safety of the food supply in Kentucky.



# GOLD RUSH

OCT. 2025

NORTHERN KENTUCKY UNIVERSITY

## GO FIGURE

### OUR STUDENTS

42%

first-generation college students

98%

of students receive some form  
of financial aid



### NKU DEBUTS NEWLY RENOVATED, MULTI-MILLION-DOLLAR WELCOME CENTER

NKU unveiled its newly renovated Welcome Center with a ribbon-cutting ceremony on Thursday, Sept. 18. Construction of the project spanned 10 months and includes renovations to the University Center and upgrades to lighting and digital systems in the building and more. The ribbon-cutting ceremony also included a demonstration of the new and improved visitor experience.

The \$3.1 million renovation relocates the Welcome Center to the heart of NKU's campus and creates a conveniently located front door to the university and an interactive space to welcome prospective students and families. The Center's redesign includes the state-of-the-art Otto M. Budig Theater, and a stunning three-story luminaire inspired by the iconic NKU flame. The University Center's second floor atrium also features advancements in lighting, NKU's signature gold paneling and a mural of Victor E. Viking. The new Welcome Center is adjacent to NKU's First Year Student Success Hub and Career Services and will soon house the Norse Network Hub to further support student engagement and recruitment.

The new and improved Welcome Center is more than just a space—it serves as an experience for prospective members of the Norse community. Its centralized location immerses visitors in the NKU environment, allowing them to get a taste of college life at NKU while building more meaningful connections with the admissions staff. Through the upgraded Welcome Center, NKU is better equipped to welcome the community to campus and provide an authentic first look at the Norse experience.

## COLLEGE CORNER

### COLLEGE OF INFORMATICS LOOKS BACK ON 20 YEARS AT NKU

NKU's College of Informatics is celebrating its 20-year anniversary with the theme "Two Decades of Informagic," in recognition of informatics blending communication and technology. Looking back over the past two decades, faculty, staff, students and alumni are reminiscing over the college's impact, including programs that stretch beyond the traditional classroom like the Born Before AI lecture series, Second Chance Education at River City Correctional Center and countless study abroad opportunities that offer students real-world experiences.

#### LEARN MORE:

<https://tinyurl.com/20-years-of-informagic>

**LEARN MORE:** <https://tinyurl.com/NKU-new-welcome-center>



## NKU PARTNERSHIP WITH LOCAL ORGANIZATIONS ENHANCES REGIONAL LEADERSHIP PIPELINE

NKU is debuting an innovative new program in partnership with OneNKY Alliance and the Northern Kentucky Chamber of Commerce to enhance community leadership development. Beginning in January of 2026, the LaunchNKY Center for Civic Leadership (LaunchNKY) will educate, connect and empower civic leaders in the region, creating a leadership development pipeline that feeds directly into the northern Kentucky community.

LaunchNKY is a 12-month, three-level leadership program that assists early to mid-career professionals in developing the skills needed to become effective, civic-minded leaders who will invest in the northern Kentucky region. Participants will benefit from monthly, in-depth sessions on leadership development led by NKU faculty and mentorships with established community leaders. Graduates of the program will also be included in a leadership database, allowing them a continued pathway to future opportunities.

Bob Heil will serve as the inaugural executive director of the LaunchNKY Center for Civic Leadership. Heil has 40 years of professional experience serving on nearly 30 boards spanning education, children's advocacy, mental health, economic development, business and more. He previously served as the president and CEO of KLH Engineers. Heil earned his master's degree in executive leadership and organizational change from NKU. **LEARN MORE:** <https://tinyurl.com/center-for-civic-leadership>



## THE SCOREBOARD

### VETERAN NORSE ATHLETICS COACH TO RETIRE AFTER 32 SEASONS

Long-time track and field and cross country head coach Steve Kruse announced his intent to retire following the 2025-26 athletics season. Kruse joined the Norse in 1994 and enters his 32nd year as head coach for the upcoming season. With 18 years at the NCAA Division II level and 13 more in Division I, Kruse guided the Norse through eras of transition and growth, building programs that consistently excelled.

**LEARN MORE:** <https://tinyurl.com/cross-country-coach-retires>

## BRIEFS

### NKU WELCOMES TWO NEW BESHEAR APPOINTEES TO THE BOARD OF REGENTS

Kentucky Governor Andy Beshear announced the appointment of Victoria Grooms and Greg Mecher to the NKU Board of Regents in September 2025.

Grooms holds more than three decades of combined career experience in banking, nonprofits and human resources. She currently serves as admissions director at Per Scholas, a nonprofit that aims to advance economic equity by providing tuition-free technology training. Grooms earned her bachelor's degree in business administration from Mount St. Joseph University.

Mecher currently serves as a managing director for FTI Consulting and has extensive political experience. Previously, he served as chief of staff to Congressman Joseph P. Kennedy III in the U.S. House of Representatives. Mecher earned his bachelor's degree in communications from NKU and previously served on the board as student regent from 1998 to 1999.

Grooms and Mecher's appointments come during a time of growth for NKU's campus. With the ongoing expansion of the Dorothy Westerman Herrman Science Center, renovations to the School of the Arts (SOTA) performance spaces, newly updated Welcome Center, and upgraded tennis and pickleball courts coming soon, NKU is expanding to meet the needs of the entire NKU community.

**LEARN MORE:** <https://tinyurl.com/Grooms-Mecher-join-regents>

## FACULTY FOCUS

### NKU WELCOMES DR. PETER HOFFMAN AS NEW VPGERO

Dr. Peter Hoffman previously served as the dean of the College of Arts and Sciences at Embry-Riddle Aeronautical University in Daytona Beach, Florida. Prior to his time in Daytona Beach, he concluded a more than 20-year-long distinguished career at Wayne State University in Detroit, Michigan, where he served as senior associate dean of the College of Liberal Arts and Sciences, among many other roles. At NKU, Dr. Hoffman's primary goals include increasing grant funding and scholarly and creative activities across campus through close collaboration with the entire Norse community.

**LEARN MORE:** <https://tinyurl.com/new-VPGERO-Peter-Hoffman>

### NKU NAMED FUTURE HOME OF KENTUCKY GOVERNOR'S SCHOOL FOR THE ARTS

The Kentucky Governor's School for the Arts (GSA) will make NKU its home for three years beginning in 2026. The annual three-week intensive program aims to immerse Kentucky high school sophomores and juniors in the arts, with cross-discipline learning, special guest artist performances and lectures, and the opportunity to access critical life-changing college scholarships. Northern Kentucky University is honored to welcome the Governor's School for the Arts to its Highland Heights campus, where the School of the Arts (SOTA) is home to nationally recognized programs in art & design, music, and theatre & dance, and serves as a hub of creativity and interdisciplinary excellence.

GSA began in 1987, and since then, more than 9,000 high school students have descended on a college campus setting to immerse themselves in the arts. The program's instruction is offered in nine disciplines: architecture & design, creative writing, dance, drama, film+photography, instrumental music, musical theatre, visual art and vocal music. This summer, GSA is adding new discipline in graphic design.

By hosting GSA, NKU affirms its commitment to nurturing young talent and advancing Kentucky's vibrant creative future.

**LEARN MORE:** <https://tinyurl.com/NKU-home-to-KY-GSA>

## ALUMNI NEWS



### FINDING VALUE IN EVERY LEARNING EXPERIENCE

Zoe Robles says the moments from her time at NKU that best shaped her sense of purpose were hands-on, faculty-led research, an internship and a study abroad experience.

Robles graduated with her Bachelor of Science in environmental science and a minor in Japanese in December 2024. Since entering the workforce, she has been able to apply a wide range of skills she gained through her experience at NKU to her career. Robles works as a laboratory technician for the City of Cincinnati's Metropolitan Sewer District, where she helps ensure the city's treatment plans are compliant with the Environmental Protection Agency and local standards.

**LEARN MORE:** <https://tinyurl.com/NKU-alum-Zoe-Robles>



# PRESIDENT'S REPORT NOVEMBER 2025

## UNIVERSITY OF KENTUCKY

### 100 YEARS OF INNOVATION: PRINCETON RESEARCH AND EDUCATION CENTER MARKS A CENTURY OF IMPACT

Nearly a century ago, the University of Kentucky established a new kind of experiment station — one rooted in the soul of Kentucky's people. When the West Kentucky Sub-experiment Station opened in 1925, then-Dean Thomas Poe Cooper said, "This farm has in it the soul of these people."

That spirit continues today at the UK Research and Education Center (UKREC) in Princeton, part of the Martin-Gatton College of Agriculture, Food and Environment. For 100 years, UKREC scientists, extension specialists and community partners have transformed agriculture in the Commonwealth — and around the world — through practical research, education and innovation.

Early projects focused on improving soil fertility and crop rotation — discoveries that helped thousands of farmers rebuild depleted land. By the 1960s, research from Princeton led to no-till farming, a breakthrough that changed global agriculture by protecting soil and improving efficiency.

From the discovery of Kentucky 31 tall fescue to new technologies improving grain, forage and soil health, UKREC's century of service embodies the mission of a land-grant institution — advancing Kentucky through research that uplifts communities, strengthens families and sustains the future.





## HONORING ENDURING LEGACIES: 20 WILDCATS INDUCTED INTO THE HALL OF DISTINGUISHED ALUMNI

The University of Kentucky Alumni Association celebrated 20 exceptional graduates during the 2025 Hall of Distinguished Alumni Induction Ceremony — the university's highest alumni honor. Since 1965, the Hall has recognized Wildcats whose leadership and service exemplify the power of a UK education.

This year's inductees represent generations of excellence — from educators and entrepreneurs to scientists, artists and public servants — each carrying the university's values into their communities and the world. Jessie Birdwhistell, accepting on behalf of her late father, historian Dr. Terry Birdwhistell, said, "He believed in the power of history to connect people, to shape institutions and to preserve voices that might otherwise be forgotten."

From first-generation entrepreneurs like Xiangming "Jack" Cheng to community builders like Ouita Michel, their stories embody a legacy that transcends time — a shared continuity between generations of Wildcats united by purpose, gratitude and the lifelong impact of a UK education.



## KENTUCKY CHILDREN'S HOSPITAL EARNS NATIONAL RECOGNITION FOR PEDIATRIC EXCELLENCE

Kentucky Children's Hospital (KCH) has again earned national recognition, ranked among the Best Children's Hospitals by U.S. News & World Report for 2025–26. The distinction highlights KCH's national leadership in pediatric cardiology and heart surgery — ranked 11th in the nation through a partnership with Cincinnati Children's Hospital — and its excellence in orthopedics made possible through collaboration with Shriners Children's Lexington.

Together, these programs ensure that families across the Commonwealth can access advanced, compassionate care close to home. "Healthy children grow into healthy adults, shaping a stronger future for Kentucky," said Dr. Scottie B. Day, physician-in-chief for KCH. "These achievements reflect the dedication of our teams and the strength of our collaborations."

From pioneering pediatric heart surgery to leading orthopedic research, KCH represents the power of collaboration between world-class clinicians, academic research and the people of Kentucky — advancing health and hope for the Commonwealth's youngest patients.





# THE PRESIDENT'S REPORT

ISSUE 134  
SEPTEMBER / OCTOBER 2025

Dear Colleagues,

The fall 2025 semester at the University of Louisville continues to be marked by many exciting accomplishments.

Just a few weeks ago, I was honored to be formally inaugurated as UofL's 20th president. I want to thank our university faculty, staff, students, alumni, donors and strategic partners across the commonwealth, as well as my colleagues at the Council on Postsecondary Education and our federal and state government representatives, for your well wishes and ongoing support.

The occasion marks more than a transition of leadership. It celebrates our university's 227-year history as one of Kentucky's outstanding higher education institutions. It's a history marked by innumerable successes and a relentless drive to move forward together as a great place to learn, discover, connect and work.

As our record-breaking fall enrollment and retention numbers show, UofL continues to be a leading higher ed choice for students throughout Kentucky and beyond. I am thrilled to see every Kentucky county represented in our current student body and just as thrilled to see more students from other states and countries pursue their futures here.

Upon their arrival, our students see a campus on the move – always growing, always improving. Our new J.B. Speed School of Engineering Student Success & Research Building is the latest testament to that growth. It's also a testament to the incredible support that UofL received from the Kentucky General Assembly, alumni, strategic partners and friends of the university.

I want to take a moment to emphasize the value of student retention, which is just as important as enrollment. Our students' UofL experience is only in its nascent stages on the first day of class. What keeps our Cardinals flying throughout their time here are the many existing and new programs that build on their strengths, proactively address areas that need improvement, develop the whole person beyond the classroom and prepare them for positive and productive futures.

Our supporters see this commitment, which I believe is why organizations such as Kosair for Kids continue to invest in us and why we continue to be nationally recognized as a "Best University" in several areas.

As always, my best wishes to you as we move forward together.



**Gerry Bradley**  
President,  
University of Louisville



## Forward together: Bradley inaugurated as UofL's 20th President

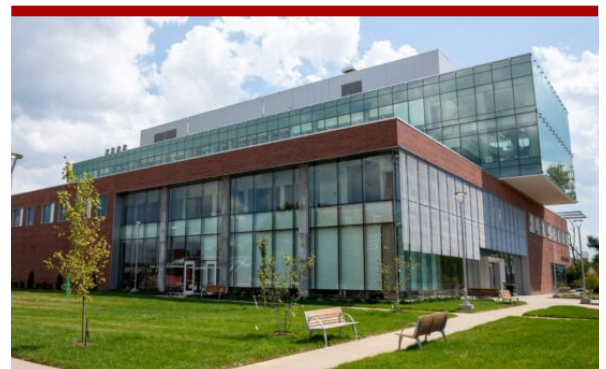
On Oct. 10, the University of Louisville celebrated a new era as Gerry Bradley was inaugurated as its 20th president. Filled with music, tradition and Cardinal pride, the ceremony at L&N Federal Credit Union Stadium was livestreamed to a global audience, marking a historic milestone in UofL's 227-year story.

"Gerry isn't just making decisions behind the desk in the office, he's making it a priority to get out in the community," said U.S. Senator McConnell, R-Kentucky, who graduated from UofL in 1964 and established the McConnell Center on campus in 1991. "He puts students first and understands keenly that UofL is part of the fabric of our community."

Now at the helm of a \$1.8 billion university and its \$2.5 billion UofL Health system, Bradley steps into his role with both experience and vision, ready to guide the university into its next chapter.

## UofL Speed School opens \$90M Student Success & Research Building

The J.B. Speed School of Engineering's Student Success & Research Building opened on UofL's Belknap Campus in October. The four-story, 114,000-square-foot center for student collaboration and research innovation features state-of-the-art classrooms, lab facilities, conference rooms and a makerspace. The new building will prepare engineering students with hands-on instruction and industry experience.



"The state's \$65 million commitment to this project reflects the vital role UofL and the Speed School play in building a stronger, more competitive commonwealth. Louisville has long been the economic engine of Kentucky, and the Speed School is one of its most powerful engines of opportunity and growth," said Kentucky Senate President Robert Stivers, R-Manchester.

In addition to the state's financial support, UofL has secured nearly \$10 million in philanthropic commitments to name spaces within the building. These investments from alumni, industry partners and friends of the university underscore the community's belief in Speed School's mission and its impact on Kentucky's future workforce.



## UofL proves leading higher ed choice with record enrollment and retention

UofL is celebrating a historic milestone after its fall enrollment surpassed 25,000 students for the first time. Preliminary figures show that 3,373 first-time college students enrolled for the fall 2025 semester, a nearly 8% increase from the previous year. The university also boasts a record high fall-to-fall retention rate of 84.1%, showcasing student satisfaction and success. Overall undergraduate enrollment increased by nearly 1,000 students. This year's student body also includes representation from every Kentucky county, a testament to UofL's statewide impact and reach.

The National Student Clearinghouse recently reported that Kentucky led the nation in one-year gains in undergraduate persistence and retention from 2023 to 2024, with increases of 9.8% and 7.9% respectively. These gains pushed the commonwealth above the national average in both measures, and UofL is proud to be a driving force behind that progress, with its own historic milestone of record retention and enrollment.



## UofL earns recognition as a hub where bold ideas spark real-world impact

UofL's work and dedication to creating knowledge that transforms lives is getting noticed. Research.com recently awarded UofL a "Best University" designation as a leading research institution with more than 70 scholars who are making discoveries and publishing their findings. The university also earned the designation as a national leader in biology and biochemistry, ranking 35th in the country, while law research earned high marks as 45th in the world.

This isn't the first time Cardinal research efforts have been recognized. UofL is one of only 11 universities nationwide to earn Research 1 (R1), Opportunity College and University, and Community Engaged designations from the Carnegie Classification of Institutions of Higher Education. Additionally, UofL is one of 187 universities nationwide and one of only two in the state to receive a designation as an R1 university, highlighting its elite status among research universities across the country.

## Kosair for Kids invests more than \$3.1M in UofL, UofL Health

Kosair for Kids announced a series of significant gifts totaling more than \$3.1 million to strengthen pediatric care and expand access for children and families across Louisville and beyond. The largest of these gifts, a \$3 million investment in the Neonatal Intensive Care Unit (NICU) at UofL Health - UofL Hospital - Center for Women & Infants, will help create eight new private family rooms designed to improve outcomes for medically fragile newborns.

In addition to the NICU expansion, Kosair for Kids will also be supporting two additional initiatives:

- \$47,300 to UofL Health - Frazier Rehabilitation Institute to purchase specialized pediatric rehabilitation equipment.
- \$50,000 to the UofL School of Dentistry Compassionate Care Fund, ensuring children and families experiencing financial hardship continue to receive essential oral health services.



# NEWS FOR THE COUNCIL ON POSTSECONDARY EDUCATION

NOV 2025



## WKU dedicates new College of Business building

Western Kentucky University marked a significant milestone in the Gordon Ford College of Business's history September 19 with the official ribbon cutting and dedication of Amy and David Chandler Hall.

"When we opened the doors of this state-of-the-art facility to our students last month, we also opened the doors to endless possibilities for learning, for research, for leadership and for personal growth," President Timothy C. Caboni said. "This building immerses students in real-world experiences and fully equips them to thrive beyond their time on the Hill."

The 113,000-square-foot Collegiate Georgian facility on South Lawn blends cutting-edge technology with collaborative spaces that foster innovation, mentorship and professional growth. Since its opening, Chandler Hall has become a central hub for students, featuring flexible classrooms, an Investment and Applied Learning Lab, a dedicated sales classroom, a real-time stock-ticker and a comprehensive Student Success Center. The spaces were designed to more uniformly serve the needs of students and elevate the teaching and research of the faculty and staff.

The Gordon Ford College of Business has experienced significant enrollment increases in recent years, and the new building will support that enrollment growth while celebrating the history of business education in Kentucky.

The project was made possible through a combination of state investment and private philanthropy. In April 2022, the Kentucky General Assembly approved \$74.4 million as part of House Bill 1 to support construction. The commitment was strengthened by WKU alumni Amy and David Chandler, whose transformative gift inspired the building's name and provided critical support for the facility.

"Western Kentucky University holds a special place in our hearts," David Chandler said. "Supporting the new home of the Gordon Ford College of Business reflects our belief in the power of education to transform lives."

"We hope this investment helps provide students at WKU with the tools, opportunities and leadership skills they need to succeed," Amy Hale Chandler said. "And we hope they use those attributes to pursue their own giving opportunities for the benefit of others, just as we once dreamed of doing as students at WKU."

In addition to the gift from Amy and David Chandler, the facility currently features 35 philanthropically named spaces and a donor wall that recognizes an additional 76 donors who made gifts to support the facility.



## WKU Professor Awarded NSF EMBRACE-EAR Grant

Dr. Nahid Gani, Professor of Geology in the Department of Earth, Environmental, and Atmospheric Sciences (EEAS), has been awarded a National Science Foundation EMBRACE-EAR Grant to launch a pilot project on advanced prospectivity mapping for critical minerals in California's Mojave Desert, a USGS priority area, at WKU's Landscape Geodynamic (LeGo) Lab.

This innovative project will integrate remote sensing, field-based spectral reflectance validation, and machine learning to improve identification of critical mineral resources.

Importantly, it will also provide WKU graduate and undergraduate students with valuable, hands-on training in both field and laboratory-based experiential learning at the forefront of geoscience and data science.





## WKU wins at 2025 KBA Excellence in Broadcasting Awards

WKU Broadcasting and WKU Public Media received a combined eight awards at the Kentucky Broadcasting Association (KBA) 2025 Excellence in Broadcasting Awards at the Owensboro Convention Center on September 14.

The Broadcasting program was presented with the College Program of the Year and Newcast/Coverage awards. Senior Ryan Murphy received the Student Broadcaster of the Year award and the Special Program or Feature award for his feature, “Dylan Black,” which highlighted the accomplishments of a young archer.

Recent WKU Broadcasting graduate Adi Schanie was awarded News Reporter of the Year. She also received the Rookie of the Year award for her work with WDRB-TV in Louisville.

“Our students worked incredibly hard this year, and these awards reflect their dedication to the broadcast profession, good storytelling, and community engagement,” said Brad Pfranger, Associate Professor and Broadcasting Program Coordinator. “With his tireless work ethic, inspirational leadership in the newsroom, and natural curiosity, Ryan Murphy has a long and successful career ahead of him.”

“Adi Schanie has brought so much to the Broadcasting program at WKU. KBA honoring her skill and talent as a reporter once again proves Adi’s potential to make a positive impact on broadcasting and the communities she will serve as a journalist.”

WKU Public Media was presented the Overall Newscast/News Coverage award. Lisa Autry, Reporter Producer for WKU Public Media, was once again recognized with the Radio News Reporter of the Year award.

The KBA awards are open to all professional broadcast stations that are KBA members as well as college broadcasting and journalism departments.

## 150 WKU Students and Alumni Competed for Nationally Competitive Scholarships in 2024-25

WKU students and recent graduates earned recognition in the nation’s most prestigious scholarship competitions during the 2024–2025 academic year. One hundred fifty Hilltoppers submitted 199 applications for nationally competitive scholarships, earning recognition 69 times and more than \$570,000 in funding for study abroad, research, language study, and graduate school.

Of all applications, 73 percent were submitted by Pell Grant recipients, and 45 percent were submitted by first-generation college students.

The 2024–2025 academic year marked the sixteenth year since the creation of the Office of Scholar Development. In the past five years alone, 317 applications submitted by WKU students and alumni working with the office earned national recognition, totaling more than \$2.66 million in scholarship funding.

“Each year, our team celebrates students who commit to the process of applying for nationally competitive awards. It takes a lot of courage to put your story, your hopes, and dreams on the page and take a chance on an uncertain outcome,” said Melinda Grimsley, Assistant Director of the Office of Scholar Development.

“Regardless of that outcome, they all gain perspective. Application essays ask you to say who you are, what you care about, why you care about it, and how you want to project that into the future. When students see all of that on the page, they engage in a process of discernment that’s hard to come by elsewhere. It is transformative work.”

Among this year’s accomplishments are the following highlights:

WKU students again earned more Benjamin A. Gilman International Scholarships than any other institution in Kentucky. In the **October cycle, 19 students were selected**, followed by **24 more in the March cycle**, for a total of \$150,000 in scholarships. The Gilman Scholarship expands access to international education by supporting students with limited financial means to study abroad.

Additionally, **seven WKU students earned funding for study abroad through the Phi Kappa Phi and Freeman-ASIA scholarships**. Phi Kappa Phi, the nation’s oldest and most selective collegiate honor society for all academic disciplines, recognizes and promotes academic excellence while engaging scholars in service, with membership offered by invitation only to the top 10% of seniors and graduate students and the top 7.5% of juniors. Freeman-ASIA provides funding to students with demonstrated financial need who plan to study in East or Southeast Asia.

Hilltoppers had an especially good year in scholarships supporting careers in science, technology, engineering, and mathematics (STEM).

For the first time in fifteen years, **a WKU student was named a recipient of the Udall Scholarship**, a \$7,000 award for college sophomores and juniors committed to environmental careers, tribal public policy, or Native health care.

Additionally, **two students were awarded the Barry M. Goldwater Scholarship**, the nation’s premier undergraduate STEM research award. Goldwater awards up to \$7,500 per year for sophomores and juniors pursuing research careers in the sciences, bringing WKU’s total for Goldwater Scholars to 30.

WKU students and recent alumni again earned recognition through the Fulbright U.S. Student Program, which supports a postgraduate academic year of research, study, or English teaching in one of about 140 countries. Two students were offered Fulbright grants, while three others were named semi-finalists. **Nguyen Ngoc Minh Nguyen** was awarded a Fulbright English Teaching Assistantship in Taiwan. **Shwe Win**, who was offered an English Teaching Assistantship to Thailand, declined the award for a Rollins Epidemiology Fellowship at Emory University.



## BY THE NUMBERS:



## SUPPORTING STUDENT TRANSITIONS

23% of dual credit seniors enrolled at KCTCS returned to KCTCS as credential seeking within 1 year of high school graduation.

Each year, over 14,000 students transfer to a four-year college or university to continue their academic journey.

### KCTCS Expands Transfer Opportunities Through New Partnership with Thomas More University

The Kentucky Community and Technical College System is strengthening its commitment to student success through a new partnership with Thomas More University. The Pathways to More program creates a seamless, affordable route for KCTCS students to complete both an associate and a bachelor's degree.

Launched during National Transfer Student Week, this first-of-its-kind agreement between KCTCS and a private university offers students across the Commonwealth dual admission, shared advising, and guided transfer pathways in high-demand fields such as business, organizational leadership, psychology, education, criminal justice, and nursing.

Through Pathways to More, qualified KCTCS students can take up to four Thomas More courses at KCTCS tuition rates and receive early access to university advising and campus resources. Students who earn an associate degree in good standing are guaranteed admission to Thomas More and will qualify for a \$4,000 transfer scholarship, in addition to other financial aid opportunities.

The Pathways to More program underscores KCTCS's mission to expand access, reduce barriers, and provide Kentuckians with affordable options to continue their education and advance their careers.

### Eight KCTCS Colleges Named Among Nation's Best by Aspen Institute

The Kentucky Community and Technical College System is celebrating a significant achievement — eight of its colleges have been named to the Aspen Institute's Top 200 list, recognizing them as among the best community colleges in the nation. This distinction makes them eligible to compete for the \$1 million Aspen Prize for Community College Excellence in 2027, the nation's premier recognition of high achievement and performance among two-year colleges. Colleges honored include Bluegrass, Elizabethtown, Hazard, Madisonville, Maysville, Owensboro, Somerset, and West Kentucky community and technical colleges.

The Aspen Institute evaluates colleges based on student outcomes such as retention, completion, transfer, and bachelor's attainment rates.

As Kentucky's No. 1 provider of workforce training, KCTCS continues to drive opportunity and economic growth — supporting one out of every 49 jobs in the Commonwealth.



**ASPEN  
PRIZE**  
FOR COMMUNITY  
COLLEGE EXCELLENCE  
aspen institute

**TOP 200**

**2027**



## KCTCS Board of Regents Welcomes Four New Members

The Kentucky Community and Technical College System Board of Regents welcomed four new members during its recent meeting at Jefferson Community and Technical College.

Dr. Tara Horn of Somerset and Ken Hunt of Paducah were appointed by Gov. Andy Beshear to six-year terms. Dr. Horn is a women's health practitioner at Perennial Women's Wellness, and Hunt is chairman emeritus of A&K Construction.

Two student members also joined the board for one-year terms: Ella Fulton of Carlisle, a Maysville Community and Technical College student and Phi Theta Kappa member, and Josh Givens of Central City, a nursing student at Madisonville Community College, veteran, and Student Government Association president.

The KCTCS Board of Regents serves as the system's governing body, consisting of 14 members — eight appointed by the governor and six elected from KCTCS faculty, staff, and students.

## KCTCS for KY Initiative Strengthens Community Partnerships Across the Commonwealth

The Kentucky Community and Technical College System launched KCTCS for Kentucky, a bold, systemwide initiative designed to deepen partnerships and strengthen the impact of Kentucky's 16 community and technical colleges. This effort reflects KCTCS's commitment to serving as the Commonwealth's most responsive and community-driven partner.

KCTCS for Kentucky brings together employers, K-12 educators, civic and nonprofit leaders, students, alumni, and other community stakeholders to identify the most pressing needs in each region. These local conversations — now underway at colleges across the state — will guide the creation of tailored strategies that help communities thrive.

Each college's engagement activities — including community forums, surveys, and roundtables — will contribute to a Statewide Community Impact Report, scheduled for release in 2026. The report will highlight shared priorities, local innovations, and actionable strategies to strengthen Kentucky's economy and quality of life.

As KCTCS for Kentucky events continue throughout the year, the initiative underscores what makes KCTCS unique: a network of colleges deeply rooted in their communities and committed to building a stronger Kentucky, together.



## KCTCS Expands Support for Neurodiverse Students Through LifeWorks Partnership

The Kentucky Community and Technical College System (KCTCS) has partnered with LifeWorks for Autism to launch the LifeWorks Bridge Academy, a first-of-its-kind initiative that supports autistic and neurodiverse students as they transition into college and adulthood.

Now available at Big Sandy, Elizabethtown, Hazard, Southcentral Kentucky, Southeast Kentucky, and Jefferson community and technical colleges, the program combines KCTCS's strengths in academic and career preparation with LifeWorks' expertise in personalized support and life skills development.

Students enrolled in the LifeWorks Bridge Academy receive individualized success plans, structured study sessions, one-on-one coaching, and training in key areas such as financial literacy, career readiness, social skills, and independent living. Family engagement and support are also central components of the program.

Many students can participate at no cost through Office of Vocational Rehabilitation (OVR) funding, making the program accessible to families across the Commonwealth. Through this partnership, KCTCS continues its mission to expand opportunity and create inclusive pathways to success for all Kentucky learners.





### Strong relationship between AIKCU, CPE benefits higher ed in Kentucky



Mason Dyer  
AIKCU President

As I prepare for AIKCU's annual presentation to the Council on Postsecondary Education, I must reflect on the positive relationship that exists between CPE and AIKCU. I talk frequently with my colleagues representing independent colleges in other states, and few have the constructive relationship with their state higher education agency that AIKCU enjoys.

This relationship didn't come about by chance — it's the result of decades of conscious effort, mutual respect, cooperation, collaboration, and the integration of Kentucky's independent college sector into CPE's Strategic Agenda. And it's a testament to CPE leadership and our institutions, who have embraced the important roles that independent colleges and universities play in Kentucky's education and talent development ecosystem.

AIKCU institutions provide critical choice and access to higher education. They are economic drivers, many in parts of Kentucky that are economically challenged. They serve high percentages of first generation and low-income students. They enjoy rich histories, with some extending back to the earliest days of the commonwealth (or before).

Most importantly, AIKCU members are devoted to student success and continue to evolve and adapt to meet the needs of today's students and tomorrow's workforce.

After all, we are all in this for a better, more prosperous Kentucky.

### Spalding and Union Commonwealth celebrate inaugurations

Spalding University and Union Commonwealth University celebrated the inauguration of their new presidents in September.

Spalding University installed Anne Kenworthy, Ed.D., as its 11th president in Louisville Sept. 19.

"To be inaugurated as president of Spalding University in this moment is so powerful," Kenworthy said in her inaugural address. "I'm humbled by the tremendous outpouring of support I received at today's beautiful ceremony and the celebration that followed. Nothing could have been more meaningful than having my daughter, Brooke, speak at my inauguration. I'm excited for Spalding's future and privileged to be chosen to lead this remarkable institution."

Union Commonwealth University inaugurated DJ Washington, Ed.D., '03 as its 20th president in Barbourville Sept. 19.

In his inaugural address, Washington reflected on his journey as a first-generation college student and Union alumnus. "As I stand before you today, I am humbled by the weight of Union's history and energized by the promise of its future.

### Bellarmine, Spalding, University of Pikeville awarded large federal grants

Three AIKCU members have received prestigious federal grants.

For the first time, **Bellarmino University** and **Spalding University**, both in Louisville, have earned competitive TRIO Student Support Services grants from the U.S. Department of Education.

Bellarmino received a five-year, \$1.36 million grant, which will fund a new program designed to help first-generation and low-income students persist, thrive, and graduate.



Spalding University President Anne Kenworthy

Photo courtesy of Spalding



Union Commonwealth University President DJ Washington

Photo courtesy of Union

"This is not my journey alone — it is our shared journey, a partnership between students and faculty, alumni and trustees, church and community. You and me. Together, we will ensure that Union remains a place where barriers are broken, bridges are built, and lives are transformed."

Spalding also received a five-year, \$1.36 million award, which will support the academic success, retention, and graduation of students who are first-generation, low-income, or have disabilities.

In addition, the **University of Pikeville** has been awarded two U.S. Department of Education grants totaling over \$2.3 million. These grants will support initiatives that improve student career pathways and strengthen civic education.

Excerpted from the Bellarmine, Spalding, and University of Pikeville websites.

## AIKCU Affinity Groups gather at Berea College for fall meetings

It was a beautiful day on the campus of Berea College when three AIKCU Affinity Groups met Oct. 10 for their fall meetings.

The Chief Academic Officers shared news from their schools and discussed matters affecting academic deans.

The Business Officers got an update on federal student funding from Tim Powers, vice president for Government Relations & Policy Development for the National Association of Independent Colleges and Universities.



Kacey Coleman, a local attorney with Sturgill Turner, provided a session on legal issues facing higher ed.

AIKCU President Mason Dyer gave both groups a look at how changes to the higher education landscape are affecting Kentucky's independent colleges and universities.

The Library Directors also met the same day.

AIKCU appreciates its member Berea College for hosting these peers from across the state.



*The Chief Academic Officers met at Berea College in October.*



*The Business Officers held their fall meeting at Berea College.*

### AIKCU to launch Advancing Leaders Class of 2026

AIKCU will kick off the second class of its successful Advancing Leaders Program in February 2026. Eighteen participants completed the leadership development program as the inaugural Class of 2025.

"We're excited at the positive response from those who took part in our inaugural class," AIKCU President Mason Dyer said. "AIKCU is offering this program to help our member institutions prepare outstanding mid- to senior-level managers to take on even greater leadership roles in higher education."

Dyer said AIKCU is collaborating on the programming with Credo, a higher education consulting firm that specializes in leadership development for middle-talent campus leaders and aspiring presidents.

The 2026 Advancing Leaders program will last five months and consist of in-person and virtual sessions.

### What Advancing Leaders participants are saying

"... This program has been very helpful in building community, seeing what's happening across other campuses, and having a place to better understand some of the language and ideas that are being discussed in the President's cabinet ... I think the program would be good for anybody who works with or is likely to become a cabinet member."

— Joe Christensen, Ph.D., Dean, St. Elizabeth College of Natural and Health Sciences, Thomas More University

"... The workshop leaders provided insightful and engaging sessions about the current landscape of higher education, including issues related to intercollegiate athletics, governance, philanthropy, institutional finances, and team dynamics ... I highly recommend this program for institutional leaders who want to learn more about their leadership abilities and expand their capacity to navigate contemporary challenges in higher education."

— Tiffany Wheeler, Ed.D., Interim Executive Vice President for Academic Affairs and Dean, Transylvania University

