

**KENTUCKY COUNCIL ON POSTSECONDARY EDUCATION  
EXECUTIVE COMMITTEE**



June 21, 2024 – 8:00 a.m. CT  
Western Kentucky University, Jody Richards Hall, Room 219

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- I. Call to Order and Roll Call**
  
- II. Action Items**
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  - D. 2024 Trusteeship Conference Update
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- IV. Other Business**
  
- V. Adjournment**

## MEETING MINUTES

*Draft for Approval by the Executive Committee on June 21, 2024*

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Who: Kentucky Council on Postsecondary Education  
Meeting Type: Executive Committee  
Date: March 28, 2024  
Time: 8:30 a.m. ET  
Location: CPE offices, Boardroom, 100 Airport Road, Frankfort, KY 40601

### CALL TO ORDER

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The Executive Committee of the Kentucky Council on Postsecondary Education met Thursday, March 28, 2024, at 8:30 a.m. ET. The meeting occurred at the CPE offices in Frankfort, KY. Chair Madison Silvert presided.

### ROLL CALL

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Attended: Kellie Ellis, Eric Farris, Karyn Hoover (joined at 8:45), Madison Silvert  
Did not attend: CB Akins

Heather Faesy, CPE's senior associate for Board Relations, served as recorder of the meeting minutes.

### APPROVAL OF THE MINUTES

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The minutes of the January 19, 2024, Committee meeting were approved as distributed.

### ANNUAL AUDIT RESULTS, YEAR ENDED JUNE 30, 2023

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Allen Norvell, the lead auditor from Blue & Co., PSC, presented the results of the annual audit for fiscal year 2022-23.

For fiscal year 2023, the auditors issued an unmodified opinion, stating that the Council's financial statements present fairly, in all material respects, the financial position of the governmental activities, each major fund, and the aggregate remaining fund information of the Council as of June 30, 2023, and the respective changes in financial position for the year then ended in accordance with accounting principles generally accepted in the United States of America. In addition, the expenditures of federal awards and supplementary information are fairly stated in all material respects in relation to the basic financial statements as a whole. The firm also noted that it did not identify any deficiencies in internal control that they consider to be material weaknesses.

MOTION: Mr. Farris moved the Committee accept the audit results and recommend final approval by the Council at its March 28, 2024, meeting. Ms. Hoover seconded the motion.

VOTE: The motion passed.

## **KENTUCKY STATE UNIVERSITY (KSU) MANAGEMENT IMPROVEMENT PLAN REVISION**

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Mr. Travis Powell, Vice President and General Counsel, and Mr. Greg Rush, Senior Fellow, presented the staff recommendations to KSU's management improvement plan.

Staff recommended that the following financial incentives for three objectives be removed and reassigned. They will remain in the plan but will be assigned new deadlines for completion, along with all other outstanding objectives, at the June 21, 2024, Council meeting.

- Deliverable: Completed business procedures document.
- Deliverable: Revise and update Business Procedures Manual.
- Eleven deliverables in the objective for improving the accounting and reporting system.

Staff recommended three new objectives and deliverables be added to the plan with incentives for completion.

- Objective: Develop and submit to CPE a plan to complete all outstanding tasks related to financial management. Deliverable: Plan for completion of all financial management objectives.
- Objective: Issue a Request for Proposals (RFP) for a review of the philanthropy strategy and governance structure of related entities, including relationships with the Foundation and Alumni Association. Deliverable: Issuance of RFP.
- Objective: Issue a Request for Proposals (RFP) for a review of the Department of Intercollegiate Athletics. Deliverable: Issuance of RFP.

Staff recommended the following deliverable be revised for one objective.

- Objective: Complete the Banner accounting system optimization project and ADP payroll system transition to Banner.
  - Original Deliverable: Completed transition from ADP to Banner payroll module.
  - Revised Deliverable: Project plan for completion of ADP transition and Banner optimizations.

MOTION: Mr. Farris moved the Executive Committee approve the recommended revisions to KSU's Management Improvement Plan and support final approval by the Council at its March 28, 2024, meeting. Dr. Ellis seconded the motion.

VOTE: The motion passed.

## **CPE PRESIDENT UPDATE**

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President Thompson provided a general update on conversations occurring in response to filings during the 2024 legislative session, specifically pertaining to the budget development process, the performance funding bill, and the bills filed regarding diversity, equity and inclusion.

## **2024 TRUSTEESHIP CONFERENCE**

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Ms. Lee Nimocks, Vice President and Chief of Staff, provided a planning update on the 2024 Postsecondary Education Trusteeship Conference. The location has been confirmed as the Hyatt Regency Lexington.

## **COMMITTEE APPOINTMENTS**

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Chair Silvert discussed the appointments that will be made at the March 28, 2024, Council meeting.

## **ADJOURNMENT**

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The Executive Committee adjourned at 9:50 a.m., ET.

**TITLE:** CPE Board Meeting Dates

**DESCRIPTION:** Staff recommends the Executive Committee approve the proposed meeting dates for 2025 and the revised committee meeting date for November 2024.

**STAFF CONTACTS:** Lee Nimocks, Sr. Vice President and Chief of Staff  
Heather Faesy, Board Liaison

**SUPPORTING INFORMATION**

Per KRS 164.011(9), the Council is required to meet quarterly but may meet more often upon the call of the chair. In order to conduct its business efficiently, the Council typically meets five times per year, and standing committees meet prior to each Council meeting.

**PROPOSED DATE REVISION**

The Council’s approved November 2024 committee meeting date conflicts with the Executive Branch State Government Holiday calendar. Staff will not be working on November 11; therefore, staff proposes the Council approve a revised committee meeting date of Friday, November 15. The meeting times would not change, with the Academic and Strategic Initiatives meeting at 10 a.m. and the Finance Committee meeting at 1 p.m.

**PROPOSED 2025 MEETING DATES**

Staff proposes the Council approve the following meeting dates for calendar year 2025.

<b>PROPOSED 2025 DATES</b>	<b>MEETING TYPE</b>
Jan 27 (Mon)	ASI Committee – 10am Finance Committee – 1pm
Jan 30-31 (Th-F)	Joint meeting of the Council, Presidents, BSBP Work session and business meeting
Apr 7 (Mon) <i>Alternates – Apr 14/21 (Mon)</i>	ASI Committee – 10am Finance Committee – 1pm
Apr 10-11 (Th-F) <i>Alternates – Apr 17-18/25-26 (Th-F)</i>	Work session and business meeting

<b>PROPOSED 2025 DATES</b>	<b>MEETING TYPE</b>
Jun 9 (Mon)	ASI Committee – 10am Finance Committee – 1pm
Jun 12-13 (Th-F)	Work session and business meeting
Sept 8 (Mon)	ASI Committee – 10am Finance Committee – 1pm
Sept 11-12 (Th-F)	Work session and business meeting
Nov 10 (Mon)	ASI Committee – 10am Finance Committee – 1pm
Nov 13-14 (Th-F)	Work session and business meeting

\*The Executive Committee meetings will be scheduled as requested by the Chair.

**TITLE:** Kentucky State University Management Improvement Plan Revisions

**DESCRIPTION:** Council staff recommends the Executive Committee endorse for approval by the full Council the revisions to the Kentucky State University Management Improvement Plan.

**STAFF CONTACTS:** Travis Powell, Vice President and General Counsel  
Greg Rush, Senior Fellow, KSU Initiatives

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### **BACKGROUND INFORMATION**

Interim leadership at Kentucky State University (KSU) during the 2023 fiscal year set the deadlines for completion of Management Improvement Plan (MIP) objectives but did not prioritize completion of many of the related deliverables. As a result, when President Akakpo began his tenure last summer, KSU was significantly behind schedule in completing many of the objectives of the plan. CPE staff has worked with Dr. Akakpo and his staff throughout fiscal year 2024 to evaluate progress, prioritize efforts, and determine reasonable deadlines for completion of the remaining MIP objectives. While many objectives have been completed, and many more are partially completed, significant work remains to be done.

As a result of this review, CPE staff recommends several changes to the MIP as FY 2025 begins, which will be the last full year of CPE oversight of KSU pursuant to HB 250 (2022). Attached is the revised MIP indicating the current status of each objective and all recommended revisions.

### **REQUESTED REVISIONS AND RATIONALE**

CPE staff has worked with KSU leadership on each MIP objective to determine a reasonable timetable for the completion of all remaining deliverables. The university is also intending to engage a project manager to ensure completion during fiscal year 2025. A guiding principle of the current revision to the plan is to ensure that KSU has sufficient time to complete the objectives with fidelity and can institutionalize these changes permanently.

In July 2025, Moss Adams, the external evaluator required by HB 250, will work with CPE staff to evaluate the full implementation of the MIP, as well as whether institutional operations have improved as a result. This evaluation will be a core component of the report CPE will issue by November 1, 2025, as required by HB 250.

In addition to deadline revisions, there are some substantive changes to both quarterly and monthly objectives, as outlined below.

#### Quarterly Objectives:

- 4.15.1 – This objective originally envisioned an RFP to select a vendor to help develop a reconstituted Governmental Services Center codified in KRS 164.357. After discussions with the Kentucky Personnel Cabinet, there was more interest in a Government Relations degree program with certificates structured to meet the needs of state government. The objective has been revised accordingly.
- 6.06.1 – The original objective was to evaluate the use of a case management model for enrollment management for residential students. Since the online program will use such a model, this objective was revised slightly to treat the online program model as a pilot, which will be evaluated after being in place for an academic year.
- 6.10.1 – The original objective was to evaluate the athletics and marching band program. Due to reorganizations and a focus of effort, the review has been narrowed to just the athletics program.

#### Monthly Objectives

- 5.01.02 – Monthly Budget Reporting. The original objective included requirements for various budgets including the Land Grant Program. At CPE staff's suggestion, the Land Grant Match program is now accounted for as a restricted grant fund, which alleviates the need for this reporting.
- 5.01.03 – Monthly Budget Projections. This requirement has been removed primarily due to staffing issues. The requirements for a cash flow projection and monthly budget to actual reporting are still in place and are sufficient to meet this requirement.
- 5.02.04/5.02.05 – Monthly deadlines on these have been extended to allow more time for accurate reconciliations and reporting.
- 5.02.07/5.02.08 – These were removed as they cannot be completed until all prior audits are complete. While we anticipate that the FY 23 audit will be completed this summer and FY 24 in the fall, it will likely be late in the fiscal year before these can be accurately completed.
- 5.02.11 – The original objective was for a report of asset preservation balances each month. As these funds are now being accounted for properly, and as the university intends to prepare a quarterly capital construction report for their board going forward, this objective is no longer needed.

CPE staff believes that these revisions will improve the plan and result in realistic timeframes for the completion of all objectives by June 30, 2025.



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/ 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. Evaluate the current organizational structure of KSU, which shall include, but not be limited to: a. Benchmarking the number of executive level administrative positions against peer institutions. b. Reviewing the number of Deans (colleges), Chairs (departments), program coordinators and their related titles. c. Assessing the span of control for different unit leads and reporting structures.	Summative Report	Peer institutions/ 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 *CPE will recommend an extension of this due date at the June 2024 CPE Board	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. 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
Board Training	3.15.2 (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
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
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 *2. Composite Financial Index Scores exceeding industry standard *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
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
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

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
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. 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



**EXECUTIVE COMMITTEE  
KENTUCKY COUNCIL ON POSTSECONDARY EDUCATION**

**ACTION ITEM**  
June 21, 2024

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**TITLE:** Revisions to Council Bylaws

**DESCRIPTION:** Staff recommends the Executive Committee approve and endorse to the full Council the proposed revisions to the Council bylaws.

**STAFF CONTACTS:** Travis Powell, Vice President and General Counsel  
Lee Nimocks, Sr. Vice President and Chief of Staff

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**SUPPORTING INFORMATION**

The Council on Postsecondary Education (CPE) bylaws provide a framework for deliberations and actions of the CPE so that it may effectively carry out its duties and responsibilities. Among a variety of other items, the bylaws establish rules for notification and conduct of meetings, the selection of officers, and appointments to CPE committees.

The following revisions are proposed, per discussion of the Executive Committee at its January 2024 meeting:

- Clarification of attendance and participation expectations at meetings.
- Changes to the provision related to Committees, including:
  - Removal of the chair as a voting member of all Committees.
  - The expectation that each member serve on at least one standing committee.
  - Removal of member term limits for Committee participation.
  - Clarifying the makeup of the Executive Committee to include the standing committee chairs
  - Broadening the responsibility of the Executive Committee for items not in the jurisdiction of other Committees at the discretion of the Chair.
- Cleanup of clauses in Section VIII.A. related to the President to remove unnecessary statutory references and include a broader reference to the President's role in CPE's statutory compliance.
- Cleanup or removal of unnecessary language throughout the document.

Travis Powell, CPE's vice president and general counsel, will present the final updated bylaws document for Council approval. Upon approval by the Council, the bylaws would become effective immediately.



# Council Bylaws

Approval Date: ~~June 19, 2020~~

Effective Date: ~~June 19, 2020~~ June 21, 2024

*Drafted changes – June 2024*

## **I. Statement of Purpose**

The bylaws provide a framework for the deliberations and actions of the Council on Postsecondary Education (CPE) in carrying out statutory duties and responsibilities. The bylaws establish rules for notification and conduct of meetings and the selection of officers.

## **II. Statutory Authority**

Authority for Council actions comes from KRS Chapter 164 encompassing public, private nonprofit, and proprietary degree-granting postsecondary institutions. The Council bylaws also conform to the requirements of KRS Chapter 61, the Kentucky Open Meetings Law.

## **III. General Rules**

### **A. Amendment of Bylaws**

1. The Council may amend, revoke, or adopt additional bylaws by action of eight of the voting members.
2. Notice shall be given to the members of any proposed changes or additions to the bylaws in the agenda of a regularly scheduled or special meeting of the Council. All changes shall be consistent with state law and administrative regulations.

### **B. Conduct of Meetings**

1. The Council and all Council appointed committees shall follow Robert's Rules of Order concerning motions, recognition of speakers, and order of business.
2. The chair may recognize a non-Council speaker.
3. The Council shall designate a parliamentarian from the membership of the Council or Council staff to assist the chair in interpreting the rules of order.

### **C. Policy Statements and Administrative Regulations**

1. Actions taken by the Council shall constitute the policy of the Council until changed or superseded.
2. The Council may act by adoption of policy or by administrative regulation when permitted by law.
3. The Council shall promulgate administrative regulations when required by state law.

4. The policy statements of the Council including all administrative regulations shall be available to the public on the Council Website.

#### **D. Attendance at Council Meetings**

1. Council members shall make a best effort to attend and participate at all scheduled meetings of the full Council.
2. Regularly scheduled meetings of the full Council will be held in person, except in extenuating circumstances as determined by the Chair.
- ~~23.~~ If a Council member is unable to attend and participate at a regularly scheduled or special meeting of the full Council, the member shall notify the chair and president-board liaison of the Council at least 7 days in advance of the meeting, or as soon as possible after learning of his or her unavailability. If the member cannot physically attend an in-person meeting, the member may be allowed to attend virtually as determined by the Chair. Exemptions from in-person attendance shall be granted in limited circumstances, including but not limited to the need to secure a quorum.
4. If a Council member is appointed to a committee, they shall make a best effort to attend and participate in all meetings scheduled, whether virtual or in person.
- ~~5.3.~~ If a Council member fails to regularly attend meetings of the full Council in person or does not regularly participate in meetings of assigned Committees, the chair shall discuss the absences with the member to determine a plan for future board service. ~~attend three regularly scheduled Council meetings during a calendar year, the chair: shall consult with the member about the reason for the absences; and may discuss the matter with the executive committee~~

### **IV. Selection and Terms of Officers**

#### **A. Nominating Committee**

1. A nominating committee shall be appointed annually by the chair at the last scheduled meeting of the calendar year for the purpose of nominating a new chair and vice chair for the next calendar year.
2. A Council member seeking Council office shall not be a member of the nominating committee.

3. The recommendations of the nominating committee shall be presented to the Council at the first scheduled meeting of the calendar year.

## **B. Selection of Officers**

1. A chair and vice chair shall be elected annually at a regularly scheduled or special meeting and shall each serve a one-year term.
2. In the absence of the chair, or in the event the chair is unable to perform, the vice chair shall perform the duties of the chair. In the absence of both the chair and vice chair or in the event the vice chair is unable to perform the duties of the chair, the Council shall appoint a temporary chair.
3. In the event the chair resigns and the vice chair assumes the duties of the chair, the Council may select a vice chair to complete the unexpired term of the vice chair.
4. The president shall serve as the secretary to the Council and shall cause the minutes of the meetings of the Council to be recorded and presented to the Council.
5. The chair and vice chair are limited to three consecutive one-year terms.

## **V. Meetings of the Council on Postsecondary Education**

### **A. Regular Meeting Schedule**

1. The Council shall approve the regular meeting schedule for the next year prior to the last regularly scheduled meeting of the calendar year.
2. The regular meeting schedule shall provide that the Council meet no less than quarterly but may provide for more than quarterly meetings. KRS 164.011(9)
3. The schedule of regular meetings shall be made available to the public through release to the press by written or electronic means. KRS 61.820
4. The Council shall meet with the Advisory Conference of Presidents and the Board of Student Body Presidents at least once each year. KRS 164.0211

### **B. Special Meetings and Emergency Special Meetings**

1. A special meeting or emergency special meeting is a meeting that is not part of the regular schedule of meetings established by the Council pursuant to Section V.A.1. above.

2. The chair may call a special meeting of the Council when, in the view of the chair, such a meeting is necessary. KRS 164.011(9) and KRS 61.823
3. The chair shall call a special meeting upon receipt of a written request from a majority of the Council stating the reason for the meeting. KRS 164.011(9) and KRS 61.823
4. The following items are required in calling a special meeting and in the conduct of the special meeting:
  - a. The agenda of a special meeting shall be stated in the notification of the meeting.
  - b. Discussions and action at a special meeting shall be limited to items listed on the agenda in the notice. KRS 61.823(3)
  - c. Notice shall be provided to every member of the Council and to each media organization filing a written request to be notified. The notice shall be provided as soon as possible but shall be calculated to be received at least twenty-four hours before the special meeting. KRS 61.823(4)
5. Emergency special meetings may be called by the chair subject to the following requirements:
  - a. The agency makes reasonable efforts to inform members of the Council, the public, and the media of the date, time, and place of the meeting. KRS 61.823(5)
  - b. The chair shall, at the commencement of the meeting, state the reason for the emergency: the statement shall subsequently appear in the minutes of the special meeting. KRS 61.823(5)
  - c. Discussion and action by the Council is limited to the emergency for which the meeting was called. KRS 61.823(5)

## C. Place of the Meeting

- ~~1. The Council shall fix the place of meetings at the time they are scheduled. KRS 164.070~~
1. The Council may hold meetings, regularly scheduled or special, by video teleconference. Meetings held by video teleconference shall conform to the notice requirements of the Open Meetings Law and Section V. A. and B. of these bylaws.
2. Meetings held by video teleconference also shall conform to the following:
  - a. The notice of the meeting shall clearly state that the meeting is a video teleconference. KRS 61.826(2)(a).

- b. All members must be able to both see and hear each other. KRS 61.805(5).
- c. The primary location of the meeting shall be identified in the notice where all members can be seen and heard and the public may attend in accordance with KRS 61.840. KRS 61.826(2)(b)
- d. Rules concerning participation, distribution of materials, and other matters that apply at the primary location shall apply to all video teleconference locations. KRS 61.826(3)
- e. If the video or audio broadcast is interrupted, the meeting shall be suspended until the broadcast is restored. KRS 61.826(3)

#### **D. Notice of and Agenda for Meetings**

- 1. Notice of all meetings, regularly scheduled and special, shall be given to members at least ten (10) days prior to the time of the meeting unless all members of the Council waive notice. Waiver may be given orally or in writing. KRS 164.080
- 2. The agenda and supporting materials for a regularly scheduled meeting shall, to the extent possible, be available to the members at least seven (7) days prior to the meeting.
- 3. Notice to members shall be by mail or e-mail.
- 4. Notice of and the agenda for all meetings shall be given to the Advisory Conference of Presidents. KRS 164.021
- 5. ~~Special information to be presented to the Council by interested parties shall be provided to the president or chair of the Council seven (7) days in advance of the scheduled meeting. The chair may waive this requirement.~~

#### **E. Minutes of Meetings**

- 1. The minutes of all meetings, regular and special, shall accurately record the deliberations of the Council and all actions taken.
- 2. All business meetings shall be recorded in audio or video format. The recording may be destroyed thirty (30) days after the minutes have been transcribed and approved, unless challenged. If the minutes are challenged, recordings shall be retained until final resolution. (State Agency Records Retention Schedule – Series M0049).
- 3. The approved minutes shall be open to public inspection immediately following the next regularly scheduled meeting of the Council. KRS 61.835

## **F. Quorum and Council Actions**

1. A quorum shall be a majority of the appointive membership of the Council. KRS 164.011(10)
2. A quorum shall be required to organize and conduct business. KRS 164.011(11)
3. An affirmative vote of eight (8) of the appointive members shall be required to carry all propositions. KRS 164.090 and KRS 164.011(11)
4. The Council may consolidate multiple agenda items of a similar nature for the purpose of voting if there is no objection from a Council member.
  - a. Before a vote is taken, the chair shall ask if any member objects to the consolidation of the items and shall specify the items to be voted upon.
  - b. The objection of a single member of the Council shall be sufficient to require a separate vote on each item.
5. The Council may, at regularly scheduled meetings, act on any subject within the powers of the Council. The Council may, by an affirmative vote of eight members, add items to the agenda of a regularly scheduled meeting.

## **G. Closed Sessions**

1. It is the policy of the Council that all meetings, regularly scheduled or special, be open to the public unless the matter under discussion meets the exceptions contained in KRS 61.810.
2. The following requirements, consistent with KRS 61.815, shall be met as a condition for conducting closed sessions:
  - a. The chair shall give notice in the open meeting of the general nature of the business to be discussed in a closed session.
  - b. The chair shall state the reason for the closed session citing a specific KRS 61.810 provision authorizing a closed session.
  - c. The session may be closed only upon a motion made and approved by a majority of the appointive membership of the Council present at the meeting.
  - d. No formal action may be taken at a closed session.
  - e. No matters may be discussed at a closed session other than those publicly announced prior to convening a closed session.
3. The requirements of the Council for the conduct of closed sessions shall at all times meet the requirements of KRS 61.815.



## VI. Committees

### A. Committees--General

1. The Council may create, modify, or abolish any committee, unless the committee is established by statute, upon action taken by a majority of the appointive membership.
2. The chair of the Council shall appoint the members to all committees unless membership is directed by statute or Council policy.
3. The chair of the Council shall assign specific tasks and subject matter to all committees unless action of the Council directs the assignment of a task or subject.
4. The president shall assign staff, as appropriate, to assist committees.
5. ~~The chair of the Council shall be an ex-officio, voting member of all committees.~~ Council members should be appointed to at least one of the standing committees listed in sections B, C, and D.
6. All committees shall conform to the requirements of the Open Meetings Act.
7. Committees may take final action on items as directed by the Council.

### B. Executive Committee

1. Membership: The Executive Committee shall consist of the chair, vice chair, the chair of the Academic and Strategic Initiatives Committee, the chair of the Finance Committee, and up to and ~~and~~ three other Council members appointed by the chair.
2. Purpose: Review all agency budget and personnel matters, provide for an annual audit of the agency, evaluate the president, ~~and~~ recommend annual compensation for the president. The Executive Committee may also act on items that do not fall within the responsibility of other committees as determined by the Chair.
3. Terms: The ~~three~~ appointed members shall serve one-year terms.

### C. Finance Committee

1. Membership: The Finance Committee shall consist of at least five members appointed by the chair.
2. Purpose: Review all applicable data and provide recommendations to the full Council in the following areas: biennial budget requests; tuition and mandatory fees; performance funding; and capital projects; college costs; and other college and university finance-related matters.

3. Terms: ~~Each members shall serve two-year terms, and may serve up to three consecutive terms.~~Members shall serve as the discretion of the chair.

#### **D. Academic and Strategic Initiatives Committee**

1. Membership: The Academic and Strategic Initiatives Committee shall consist of at least five members appointed by the chair.
2. Purpose: Review and oversee the progress toward the objectives of the statewide Strategic Agenda and efforts to achieve the state's 2030 educational attainment goals; ~~The committee also would be responsible for the~~ review and recommendation to the full Council in the following ~~areas~~: new academic programs, academic program reviews, and development of statewide academic-related initiatives ~~such as dual credit and transfer.~~
3. Terms: Members shall serve as the discretion of the chair.~~Each members shall serve two-year terms, and may serve up to three consecutive terms.~~

### **VII. Compensation and Expenses of Members**

#### **A. General**

1. For the purpose of compensation and payment of expenses to members of the Council, meetings shall include all regularly scheduled and special meetings of the Council; meetings of Council committees; hearings; and special events where a member represents the Council at the request of the chair.
2. Members of the Council who reside out of state shall not be reimbursed for out-of-state travel to Council meetings. KRS 164.050

#### **B. Compensation of Members**

1. Members of the Council shall receive compensation for each meeting attended in the amount specified by KRS 164.050.

#### **C. Expenses of Members**

1. Council members shall receive reimbursement for actual expenses incurred traveling to and attending meetings of the Council as defined in Section VII.A.1.

2. The commissioner of education shall receive reimbursement of expenses in the same manner as other expenses reimbursed through the Department of Education.

## VIII. President and Staff

### A. President

1. The Council shall set the qualifications for the position of president in accordance with KRS 164.013(1) and (3).
2. The Council may, when selecting a president, employ a search firm and conduct a national search. KRS 164.013(1)
3. The president is the chief executive officer of the Council and as such makes proposals to the Council for consideration, develops and directs the programs and plans established by the Council, ensures compliance with federal and state law, and represents the Council on numerous state, regional, and national education and planning organizations. Specific duties of the president are contained in the statutes. KRS 164.013.
4. The president is responsible for the day-to-day operations of the Council. KRS 164.013(9).
5. The president shall make periodic reports to the Council on the operation of the agency as the Council shall so direct.
6. The Council shall ~~perform an evaluation of the~~ evaluate the president and shall fix the compensation and terms of the contract ~~annually~~.
7. ~~The president's annual base salary shall not be in excess of \$360,000. KRS 164.013(6).~~
8. The president shall have a contract for a term not to exceed five years, renewable at the pleasure of the Council. KRS 164.013(7).
9. ~~The president has a statutory role in the licensing of private colleges and universities and shall exercise those duties consistent with the requirements of the statutes and the direction of the Council. KRS 164.945-947 and KRS 164.992.~~ The President shall perform all statutory duties as defined in the Kentucky Revised Statutes as well as any other duties assigned by the Board.

### B. Staff

1. Staff of the Council shall serve at the pleasure of the president, subject to the provisions, rules, and regulations approved by the Council. The

president shall develop and maintain rules and policies regulating the rights, duties, and responsibilities of employees. KRS 164.013(8)

2. The president shall develop and maintain an organization chart for the organization and shall ensure that all positions have written descriptions of duties and responsibilities. KRS 164.013(8)
3. The president shall develop and maintain a performance evaluation system for all employees.

Previous Actions

*Original Approval: August 27, 1997*

*Amended: January 12, 1998*

*Amended: September 17, 2001*

*Amended: February 3, 2003*

*Amended: March 24, 2003*

*Amended: January 31, 2005*

*Amended: September 21, 2018*



## Kentucky Council on Postsecondary Education

**Andy Beshear**  
Governor

100 Airport Road  
Frankfort, Kentucky 40601  
Phone: 502-573-1555  
<http://www.cpe.ky.gov>

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

June 12, 2024

Madison Silvert, Chair  
Kentucky Council on Postsecondary Education  
3115 Forest Edge Cove  
Owensboro, KY 42303

Dear Chair Silvert:

I am submitting this annual report as the basis of my evaluation and a review of the agency's key accomplishments from May 2023 through June 2024. All items are organized by the five priorities of the statewide strategic agenda, with an additional section to capture achievements in agency operations.

I am extremely proud of what CPE accomplished this year. The recently concluded legislative session was one of the better ones for higher education. Not only did the General Assembly increase appropriations for performance funding and campus infrastructure, CPE was called upon repeatedly to offer expertise and advice through testimony and one-on-one conversations. Notably, CPE submitted a comprehensive report to the General Assembly (SJR 98) making recommendations on postsecondary governance, baccalaureate access in Eastern Kentucky, and KCTCS effectiveness that took hundreds of staff hours to complete. These activities are a testament to CPE's growing credibility and influence among legislators.

I am gratified that our work continues to attract national acclaim and attention. Notably, Complete College America awarded CPE its highest honor this year, The Stan Jones Legacy Award, for consistently embodying the vision of Complete College America and increasing the number of students who earn credentials of value. Kentucky was one of seven states selected by Lumina Foundation to participate in the Great Admissions Redesign, an effort led by CPE's Student Success Collaborative (KYSSC). Initiatives like the Kentucky Advising Academy (for high school guidance counselors) and Career Ladders in Mental and Behavioral (CLIMB) Health exemplify how CPE has extended our impact and reach while continuing to fulfill our postsecondary statutory obligations.

I hope you'll take some time to review this report in detail. I look forward to our discussion, and I am grateful for your continued confidence and support.

Sincerely,

A handwritten signature in black ink, appearing to read "Aaron Thompson". The signature is fluid and cursive, with a long horizontal flourish extending to the right.

Aaron Thompson, Ph.D.

cc: Council on Postsecondary Education membership





## **Kentucky Council on Postsecondary Education 2023-24 Agency Review**

The 2022-30 Strategic Agenda for Postsecondary Education sets an overarching goal for 60% of Kentucky’s working-age population to earn a postsecondary degree or credential by 2030. The 60x30 KY goal is the foundation of the priorities, objectives and strategies of the agenda, and it guides the work of the agency.

The following report looks at high-level actions and outcomes from May 2023 through June 2024. It is organized around the five priority areas of the agenda (Affordability, Transitions, Success, Talent, and Value). A final section, State Leadership, highlights work in key areas not immediately reflected in the agenda.



# AFFORDABILITY

**Kentucky will ensure postsecondary education is affordable for all Kentuckians.**

*CPE is working on efforts to increase college access and affordability for all Kentuckians. Key strategies include limiting tuition and fee increases; recommending operational efficiencies; educating students and families about college savings programs, grants, scholarships, and responsible borrowing; and advocating for additional state General Fund appropriations.*

## KEY INITIATIVES & ACCOMPLISHMENTS IN 2023-24

**Monitoring Tuition and Fees:** In 2023, the Council approved a slightly higher increase in [tuition ceilings for academic years 2023-24 and 2024-25](#), based on relevant state and national data. The new rates provide an appropriate balance between the resource needs of institutions and college affordability for students and families. Over the last year, CPE staff monitored the impact of approved ceilings and will determine future adjustments in the upcoming biennium.

**Total Cost of Attendance Data:** CPE staff recently compiled data showing the total cost of attendance by institution, including tuition and fees, room and board, books and supplies and other relevant expenses. The research examines tuition and fees as a percent of total price, noting the percentage change over the last decade. Staff will use this research to assist in future policy making and the development of 2025-27 tuition and fee recommendations.

**Monitoring Student Debt Levels:** CPE recently released a [report on undergraduate student debt levels](#) examining trends affecting undergraduate students attending a KCTCS college or Kentucky public university. The report reveals that the proportion of students graduating with loan debt fell nearly 15 percentage points over the last five years, from 58.1% in 2017-18 to 43.2% in 2022-23. The decline was even more pronounced over the decade, falling 20.8 percentage points. Additionally, among completers who graduated with debt, average loan balances fell from \$29,224 to \$26,414, a decline of \$2,810 or 9.6% since 2017-18.

**Financial oversight:** Staff continued to fine-tune a process for assessing the financial health of institutions. The analysis evaluates fiscal stability and sustainability, as well as gauging institutional susceptibility to market risk factors. As part of the analysis, staff identified methods, metrics and data sources for assessing institutional viability in their respective markets and determined whether institutions are making efficient and effective use of state resources. CPE has worked with several institutions on a voluntary basis and is looking to expand this work as staff capacity allows.

**Performance Funding:** CPE staff convened the Postsecondary Education Working Group on Performance Funding during the 2023 calendar year to conduct its three-year comprehensive review of Kentucky's public university and KCTCS performance funding models (KRS 164.092). The review focused on current and expected outcomes, unintended consequences for institutions and potential adjustments. As a result, the work group [recommended five changes to the university model and six changes to the KCTCS model](#). All suggestions were approved by the 2024 General Assembly, along with an additional request to define a new metric for underrepresented students using criteria other than race.

**FAFSA public service awareness campaign:** In light of substantial changes to the 2024-25 FAFSA form, GEAR UP Kentucky and KHEAA conducted a public awareness campaign to prepare students for the new application process. The promotion included statewide TV and radio commercials via the Kentucky Broadcasters' Association Public Education Partnership program, a social media campaign and an [online resource hub for students](#).





## AFFORDABILITY

**Kentucky will ensure postsecondary education is affordable for all Kentuckians.**

**Affordable Learning KY:** This Kentucky Virtual Library (KYVL) [initiative](#) promotes student success and fosters educational equity by supporting the adoption, adaptation and creation of affordable, Open Educational Resources (OER) in the Commonwealth. Over the past year, ALKY held a symposium celebrating Open Education (OE) Week that brought together over 75 state and national experts to discuss topics such as artificial intelligence, accessibility and social justice in OE. ALKY leaders have presented at workshops and conferences across the U.S., and three member institutions have adopted systems of course marking to identify offerings that only use textbooks and resources free to students. ALKY also has established a learning community focused on Manifold, an OER publishing platform currently available to all postsecondary institutions in the KYVL consortium.

**Innovative Scholarship Pilot Program:** In partnership with KHEAA, CPE piloted a program supported with General Fund appropriations to provide college access and promote undergraduate student success for displaced students (foreign nationals seeking or receiving U.S. asylum or resettled refugees), as well as students participating in international exchange programs. During its first year, the [pilot program served nearly 350 displaced students](#), which strengthened Kentucky's talent pipeline, drove statewide innovation and increased our capacity to meet evolving workforce needs. The program also established a community of practice to provide a forum for sharing and scaling proven practices; offered professional development for faculty and other campus practitioners serving displaced student populations; and provided resources to help leverage other state, federal or private resources. CPE was recognized by the National Association of System Heads (NASH) for this work in the spring of 2024 as a recipient of the Scaling for Change Award.

**Students' Right-To-Know:** Kentucky continues to be nationally recognized for its [Students' Right to Know interactive web tool](#). The site provides information about postsecondary program costs and allows students and others to research employment outcomes and salary information by academic program. CPE, in partnership with KYSTATS, maintains and promotes this site and is currently pursuing additional improvements.

**Improving Advising for How to Pay for College:** CPE's Kentucky Advising Academy (KAA), launched in 2022, provides free professional learning and resources for school counselors, Family Resource/ Youth Service Center coordinators and other professional educators. It hosted several face-to-face and virtual learning opportunities and expanded the [online toolkit](#) for K-12 advisors and staff. The toolkit includes advising strategies and other information focused on college affordability, grants, scholarships and FAFSA completion.



# TRANSITIONS

Kentucky will ensure more students transition to college prepared to succeed.

*Over the decade, Kentucky has experienced a sharp decline in its immediate college-going rate. CPE is helping high school students successfully navigate postsecondary transitions by removing tripwires that cause individuals to stumble on their path to college, particularly if they are first-generation or historically underserved by postsecondary institutions. We also are working to simplify bureaucratic and onerous admission processes and demystify financial aid and borrowing.*

## KEY INITIATIVES & ACCOMPLISHMENTS IN 2023-24

### **Commonwealth Education Continuum:**

CPE continued to facilitate the [Commonwealth Education Continuum \(CEC\)](#), a P-20 initiative that promotes statewide conversations and actions among P-12 education, higher education and workforce leaders aimed at strengthening Kentucky's education pipeline. The workgroups are focused on four areas in 2024: Postsecondary Affordability, K-12 Educator Workforce, P-20 Competency Framework and Advising and Transitional Support.

### **Dual Credit and Early Postsecondary**

**Opportunities:** CPE recently overhauled its [Dual Credit Policy](#), which now includes a statewide goal for 50% of Kentucky high school graduates to complete a dual credit course by the year 2030 with a grade of "C" or higher. Additional changes emphasize the importance of increasing dual credit access for underserved populations and ensuring postsecondary institutions accept dual credit to meet general education requirements. CPE staff held [monthly webinars](#) on dual credit and early postsecondary opportunities for high school and postsecondary advisors, created and continuously improved a [Dual Credit Toolkit](#) and provided numerous onsite workshops throughout the year.

**The Great Admissions Redesign:** In early 2024, [Lumina Foundation named CPE one of seven winners of The Great Admissions Redesign](#), a competition to revolutionize the admissions process and increase accessibility to

higher education for all students. As part of this effort, CPE and the Kentucky Student Success Collaborative (KYSSC) received \$150,000 to facilitate a collaborative, student-centered, design-thinking continuous improvement approach to address long-standing barriers and untapped potential in admissions and financial aid processes. The project also includes an artificial intelligence (AI) webinar series, open to the public, examining opportunities to use AI to shore up campus capacity and streamline the admissions process.

**Equitable and Accelerated Pathways:** In 2023, CPE joined a national initiative called "[Launch: Equitable and Accelerated Pathways for All.](#)" CPE, the lead agency, is working with ten state partners to expand access to high-quality and equitable college and career pathways for all learners. In the first year of implementation, staff have conducted equity analyses and needs assessments; participated in cross-state curated academies for each focus area (policy, data, partnerships, and funding); convened stakeholder focus groups; and created a strategic action plan to increase access and equity for all in the areas of "credentials of value" and "seamless transitions."

**Summer Bridge Programs:** CPE awarded over \$325,000 in campus grants in 2024 for summer bridge programs. These programs bring rising first-year college students on campus before the beginning of the school year to improve their academic preparation, which increases



## TRANSITIONS

**Kentucky will ensure more students transition to college prepared to succeed.**

retention and graduation rates and narrows gaps in educational outcomes for underrepresented students. Grants were awarded through a competitive RFP process based on specific criteria, including an independent evaluation of effectiveness and impact. In 2024, 27 campuses received up to \$15,000 each.

**Advising Outreach:** [The Kentucky Advising Academy](#) (KAA) continues to expand its work across the state. Over the past year, KAA produced monthly [podcasts](#), webinars and other advising content through social media channels, as well as facilitating several in-person professional learning sessions across the state. Over the last year, KAA has supported over 80% of K-12 public school districts through professional learning and resources, as well as numerous public two-year and four-year institutions. Additionally, through a partnership with the Education Strategy Group (ESG), KAA launched an [online postsecondary advising toolkit](#) to support educators serving in advising roles. The toolkit includes the newly created Kentucky Postsecondary Advising Framework, which was developed through the Kentucky Advising Academy's school counselor engagement and professional development opportunities.

**Mini-Grants to Support Advising:** In February 2024, [KAA awarded mini-grants](#) reimbursable up to \$5,000 to 17 Kentucky K-12 public schools and area technology centers to increase student access to postsecondary opportunities, assist in student readiness for college enrollment and build essential skills necessary for college and career success. Successful proposals supported college campus visits, family postsecondary awareness nights, activities to help students transition from high school to college and more.

**GEAR UP Kentucky (GUK):** [GUK](#) served nearly 6,000 students in 12 school districts and 9 partner postsecondary institutions in 2022-23, with a central goal of improving successful transitions between secondary and postsecondary education. Program staff provided over 18,000 hours of student advising (an 18% increase from the previous year), 19,000+ hours in college and career readiness curricula and 1,910 hours of student leadership development programs. To provide early exposure to a postsecondary campus, 840 middle and high school students participated in a college visit during the school year, and 36 students participated in a three-week residential GUK Summer Academy at Morehead State University, where they completed three hours of free college credit. As a result, GUK saw significant gains in key outcomes over the previous year, including a five percentage-point increase in FAFSA completion, a ten percentage-point increase in college applications and a four percentage-point increase in college enrollment. Additionally, 11 of 12 GUK high schools exceeded the statewide high school graduation rate in this period. GUK's program-wide average graduation rate exceeded the statewide rate for the fifth year in a row.

**State-level Advising Website:** CPE is close to launching a web-based platform to provide prospective students (high school students, adults, military veterans and active-duty personnel) with opportunities to explore career interests and related postsecondary programs and services. The platform will include essential information about college affordability, enrollment requirements at public postsecondary institutions and occupational outlook data for the state. This platform is being created in partnership with KDE and the Kentucky Center for Statistics (KYSTATS), with feedback provided by multiple stakeholder groups representing all intended audiences.



## SUCCESS

**Kentucky will ensure more students earn high-quality degrees and credentials.**

*CPE has doubled down on its promotion of high-impact practices that research has proven to be effective in increasing student persistence and completion. Staff works with campuses to implement both academic and non-academic policies and services to support holistic student development and workforce readiness.*

## KEY INITIATIVES AND ACCOMPLISHMENTS IN 2023-24

**Kentucky Student Success Collaborative (KYSSC):** The [KYSSC](#) continued its work with both two-year and four-year institutions through a grant funded by the James Graham Brown Foundation. The KYSSC's strategic priorities include Admissions Redesign, Transfer Partnerships, Gateway Course Success, Student Basic Needs, Mental Health and Adult Attainment. For each student success priority, the KYSSC facilitated communities of practice to promote research-based practices, provided professional development, encouraged cross-institutional and community collaboration and drove continuous improvement of promising and best-practice implementation. The KYSSC also promotes resource sharing through the Impact exChange, an online platform for faculty and practitioners. In May 2024, the KYSSC received a \$3.25 million grant from the James Graham Brown Foundation to sustain and scale the work through 2028.

**Students' Basic Needs:** In the last year, CPE has expanded its work to assist postsecondary students in meeting their basic needs. After an in-depth analysis of benefit participation rates, CPE partnered with the Cabinet of Health and Family Services (CHFS) to place "kynectors" – CHFS employees who provide benefit eligibility screening, application assistance and referrals to community-based organizations for basic needs support – at each KCTCS college and Kentucky public university. As of spring 2024, kynectors have been placed at all two-year campuses to provide outreach services and promote benefit programs such as SNAP (food assistance), CCAP (childcare assistance), KTAP (cash assistance), and Medicaid (healthcare assistance). Additionally,

at the end of 2023, [CPE and KYSSC received a three-year grant from the ECMC Foundation of \\$1.5 million](#) to support increasing childcare solutions for adult learners and workers with dependents; communications for basic needs resources; the creation of a basic needs data dashboard; and backbone support to drive the basic needs agenda.

**Improving Transfer:** CPE was selected by the National Association of System Heads (NASH) to participate in a Transfer NASH Improvement Community in 2022. Since that time, Kentucky has used their improvement science model to enhance Kentucky's transfer mapping processes. Data findings are being compiled into a change playbook that will ultimately create a Kentucky generated, proven results resource for future institutional use. Additionally, CPE staff member Beth Collins received NASH's [Testing for Change Award](#) in the spring of 2024, which highlighted CPE's pivotal role in shaping the NASH model of improvement science.

**Gateways to Opportunity:** CPE and KYSSC [released a report](#) in 2024 on actions taken to improve the corequisite developmental education model and ensure it works equally well for all students. Specific focus in 2024 was placed on three main objectives in mathematics and English: (1) center students' needs in the pursuit of scalable improvements in gateway courses; (2) strengthen communication and collaboration within and across institutions; and (3) remove barriers to equitable access and success in gateway courses across modalities.



# SUCCESS

**Kentucky will ensure more students earn high-quality degrees and credentials.**

**2024 Student Success Summit:** The 13th annual [Kentucky Student Success Summit](#) was held on February 26-27, 2024, at the Knically Conference Center in Bowling Green. The theme was “Partnerships that Work,” and sessions focused on partnership development as a tool to advance student success and employer partnerships to meet workforce needs and improve the economic mobility of students. Over 400 faculty, staff and administrators from Kentucky’s public and private colleges attended the convening to connect with colleagues and develop partnerships to strengthen long-term improvements.

**Mental Health & Suicide Prevention:** In early 2024, The Jed Foundation, a national nonprofit that works to protect emotional health and prevent suicide among teens and young adults, announced a [four-year collaboration with CPE, KCTCS, and KYSSC](#) to pilot a program to evaluate, develop and deploy mental health, suicide prevention, and substance misuse resources. The program will reach nearly 200,000 undergraduate and postgraduate students across Kentucky and will serve as a collaborative and community-oriented approach to mental health promotion and suicide prevention.

**Focus on Adult Learners:** In 2022, CPE released [Kentucky’s Adult Learner Action Plan](#) detailing strategies to address barriers adult college students face while trying to obtain a degree or credential. Since that time, CPE has expanded its efforts to promote Credit for Prior Learning (CPL) programs, which award college credit for students’ previous learning and non-college (work) experiences. Staff held a three-part webinar series on CPL in the fall of 2023, as well as two informational sessions during the 2024 Student Success Summit. Most recently, [CPE teamed up with Ithaka S+R](#), a non-profit educational research and consulting organization, to identify and reduce barriers that prevent adults from completing a postsecondary credential. This work will consider the impact of administrative holds and past due

balances on students and administrators, explore policy opportunities to improve support for adult learners with some college and no credential, and assess the readiness of Kentucky institutions to implement programs or collaborative solutions for stopped-out students. The work will conclude with a convening to share research findings, recommendations and strategies for future action.

**Academic Leadership Development Institute (ALDI):** CPE selected 17 participants from public two-year and four-year institutions for the sixth cohort of the [Academic Leadership Development Institute \(ALDI\)](#), which prepares faculty and staff from historically excluded/underrepresented populations for leadership roles in Kentucky higher education. Participants are nominated based on their leadership ability, interest in professional advancement and dedication to higher education. The goal is to create a learning community of early career, underrepresented minority faculty and staff who are on track for professional advancement.

**Annual DEI Review and Best Practices Report:** Annually, CPE and the Committee on Equal Opportunities (CEO) review public institutions’ progress toward diversity, equity and inclusion goals. If institutions meet or exceed minimum standards, they remain eligible for new academic programming. In the summer of 2023, [staff compiled a report](#) reviewing the statewide and institutional progress made from 2015-16, the first year of implementing the policy, through 2020-21, the most recent year of data available. The report also highlighted campus best practices in diverse student recruitment, enrollment, matriculation, retention and completion, which focused on such issues as admissions applications, financial aid, housing and campus climate. The annual report and comprehensive review process allow institutions to learn from one another and build upon progress year after year.





# SUCCESS

**Kentucky will ensure more students earn high-quality degrees and credentials.**

### **Cultural Competency Credential Certification:**

In 2021, the Council approved a Cultural Competency Credential Certification process at CPE. In January 2024, the CEO and Academic and Strategic Initiatives Committee approved Morehead State University's proposal for a student-level, 18-credit hour Cultural Competency Certificate. Morehead State is the second institution to receive CPE certification, and staff is encouraging other campuses to go through the process.

**2023 Higher EDquity Symposium:** The fifth annual Higher EDquity Symposium was held on the campus of Eastern Kentucky University on November 13-14, 2023. The theme was "Engagement and Belonging as Pathways to Success: Cultivating a Commonwealth for All." Sessions focused on recruiting and retaining students from all backgrounds, cultivating campus environments that foster a sense of belonging, and strategies for equipping students with skills

to thrive in today's workforce. Over 100 faculty, staff and administrators from Kentucky's public and private colleges attended the symposium, including the pre-conference sessions.

**Kentucky Graduate Profile:** In 2024, CPE expanded its work with the [Kentucky Graduate Profile](#). All 16 community and technical colleges and eight public universities have a campus Academy Team working to infuse Kentucky's ten essential skills into the curriculum of every program, including general education. The goal of the Graduate Profile is to ensure every Kentucky graduate receives high-quality, relevant academic training for career success. This year CPE is partnering with Competency-Based Education Network (C-BEN) to provide valid and reliable assessment measures for each of the ten essential skills. This work will be showcased at the 2024 Trusteeship Conference.



## TALENT

**Kentucky will increase talent and innovation to support our communities, employers and economy.**

*A primary purpose of postsecondary education is to produce adaptive, highly skilled workers to fuel the economy. CPE collaborates with government, education and workforce partners to ensure Kentucky's graduates earn high-value degrees that lead to professional employment opportunities.*

## KEY INITIATIVES AND ACCOMPLISHMENTS IN 2023-24

### **Healthcare Workforce Collaborative (HWC):**

The [Kentucky HWC](#) was launched in 2022 to grow the pipeline of healthcare workers in Kentucky. The Collaborative is made up of healthcare professionals, institutional representatives and government and community partners, and it meets bi-monthly to discuss short- and long-term solutions to Kentucky's healthcare worker shortage. In addition to reviewing the effectiveness of current campus- and state-level programs, the Collaborative oversaw \$8 million in grants awarded to campuses to support healthcare academic programs, student recruitment into the programs and improved pathways from high school to college-level health care programs.

**Healthcare Workforce Collaboratory 2023:** The Collaboratory was held on October 10th, and it assembled almost 200 policy experts, state leaders and representatives from college campuses and the healthcare industry to consider solutions for meeting healthcare workforce shortages and increasing future capacity. The event featured sessions and networking opportunities to help bridge the gap between postsecondary institutions and workforce partners. An awards ceremony recognized Secretary Eric Friedlander, Senator Robert Stivers, and Representative Ken Fleming as 2023 Innovative Healthcare Leaders.

**Healthcare Workforce Investment Fund (HWIF):** Established by [HB 200](#) in 2023, the HWIF is a public-private partnership to provide healthcare training scholarships for Kentucky resident students and incentives to reward high-performing healthcare professional programs. Since that time, staff have filed the appropriate regulations, established and convened a steering committee, developed an implementation plan, and prepared for the first submission of funding proposals in July 2024.

### **Aerospace, Aviation, and Defense Investment**

**Fund:** Similar to HWIF, [CPE was tasked with administering appropriations to the Kentucky Aerospace, Aviation, and Defense Investment Fund](#). Eligibility for this fund not only includes postsecondary aviation programs, but also extends to public high school vocational programs. An advisory committee of industry and postsecondary experts will advise CPE staff and help set criteria for the fund's review processes. Currently the fund has not received an appropriation. In the meantime, CPE is moving forward with writing the administrative regulations and reaching out to the identified steering committee members.

**CLIMB-Health Initiative:** This initiative established [Career Ladders In Mental and Behavioral Health](#) for individuals with lived experience in addiction recovery. It provides participants with an initial peer support specialist certification, with the goal of encouraging them to obtain a series of stackable certifications culminating in an Associate of Applied Science in Human Services through KCTCS, and/or a bachelor's degree in social work at a participating four-year university. Nine KCTCS colleges have committed to the initiative thus far, and the first year of implementation has been strong with almost 1,000 students enrolled in the program to date. Additionally, each CLIMB college has begun collaborations with regional partners to develop expanded employer, agency and provider participation. Those partners were brought together at a day-long convening on May 14th at The Campbell House in Lexington.

**Career Development Officers:** CPE launched the Career Development Officers (CDO) affinity group in the fall of 2022, which is comprised of workforce and career services professionals from the state's public and private postsecondary institutions. The



## TALENT

**Kentucky will increase talent and innovation to support our communities, employers and economy.**

group's purpose is to operate as a resource; to share innovative ideas, policies, and strategies; and to assist those on Kentucky campuses who oversee and work within career services or career development departments. Meetings occur bi-monthly, and staff are in the midst of planning an in-person symposium in July 2024.

**CPE as a Liaison and Partner:** CPE continues to act as a liaison with state workforce and economic development agencies to ensure higher education is part of the state's overall economic development strategy. Staff participates in SWATT (Statewide Workforce and Talent Team), which ensures employees have the skills and credentials existing and prospective employers need. This group is comprised of leadership from the Kentucky Chamber of Commerce and KCTCS, as well as Economic Development Secretary Jeff Noel and Education

Secretary Jamie Link. CPE also partners with the Kentucky Workforce Innovation Board (KWIB) and its subcommittees to identify high-demand occupations and prepare more Kentuckians for these openings.

**Research and Workforce Development Funding:** CPE oversaw and administered the \$2.2 million Workforce Development Trust Fund distribution to 15 community and technical colleges to increase capacity for programs that address industries' needs for critical workers over the 2022-24 biennium. Additionally, universities have drawn down 45% of the state's recent investment of \$40M to the Bucks for Brains initiative. Both programs are designed to spark economic and workforce activity through support for innovative programs, research and scholarship.





## VALUE

**Kentucky will improve public understanding that postsecondary education is key to greater opportunity and economic growth.**

*People increasingly are questioning the value of a college, but this skepticism is based more on feeling than fact. Research clearly shows that higher education benefits individuals and society in countless ways. College graduates earn higher salaries, are less likely to be unemployed and have better health outcomes than individuals without a postsecondary credential. Through research, opinion pieces and other products, CPE is determined to show how much higher education matters.*

## KEY INITIATIVES AND ACCOMPLISHMENTS IN 2023-24

**#KyHigherEdMatters:** The [statewide advocacy campaign](#) continues through social media and other channels, despite a lack of dedicated funding. Staff are researching ways to expand this work and collaborate with campuses to promote a unified message.

**Legislative Outreach:** President Thompson and his leadership staff engaged in numerous conversations with the Governor, executive branch staff, legislators, legislative staff and members of state and federal education organizations on issues affecting higher education in Kentucky. Additionally, CPE advised key legislators and staff throughout the budget development process, served as a key resource on several bills and provided testimony before and during the 2024 Regular Session of the Kentucky General Assembly.

**Community Outreach:** President Thompson and CPE leadership held numerous meetings and events throughout the state to advocate for the value of higher education. Audiences included statewide and local Chambers of Commerce, Toyota, Kentucky Hospital Association and Fort Campbell. This outreach is broadening the agency's reach and helping CPE secure additional funding opportunities.

**Direct Marketing Outreach:** CPE promoted its work through multiple avenues. CPE News now has nearly 10,000 unique subscribers, exceeding benchmark standards for government organizations. Additionally, CPE's news releases, op-eds and infographics often are the catalyst for media stories and interviews.

**Social Media Outreach:** The social media accounts for CPE and President Thompson continue to grow, which furthers the Higher Education Matters message and promotes the work of the Council, its President and its units. As a result, social media engagement rates (likes, comments and shares) greatly exceed the benchmarks for government and higher education outreach and engagement.

**Direct Media & Outreach:** President Thompson and key leadership staff were interviewed by state and national media outlets nearly 100 times, and they provided over 100 keynote or plenary presentations at state and national conferences and events.

**Weekly infographics:** CPE distributes a [#KYHigherEdMatters Infographic of the Week](#), which features CPE, state or national data related to higher education trends, to 4,000 email subscribers and almost 4,000 social media followers through CPE's channels. In addition, these graphics are distributed to President Thompson's social media accounts, broadening distribution to approximately 8,900 users.

**Research and Publications:** CPE released several key [research reports](#) this year, including a study on undergraduate student debt, a report on DEI best practices, reports on gateway courses and improving transfer, and the annual progress report on strategic agenda key indicators. These publications continue to solidify CPE's reputation as a trusted and reliable provider of higher education content.



## VALUE

**Kentucky will improve public understanding that postsecondary education is key to greater opportunity and economic growth.**

**External Funding:** CPE's reputation as an organization that creates value is corroborated by the increase in external funding in recent years. Grants from the James Graham Brown Foundation, ECMC Foundation, Lumina Foundation, Save the Children, Cabinet for Health and Family Services and NASH enhance CPE's ability to affect change in Kentucky higher education. In total, CPE has been entrusted with several multi-year grants from national, state and community organizations that total over \$36 million.

**Awards and Recognitions:** President Thompson and CPE have been recognized several times over the past year:

- In April 2023, President Thompson received the [Smith-Wilson Award for Civil and Human Rights in Education](#) for his notable contributions to equitable education for all students.
- In December 2023, CPE received Complete College America's (CCA) highest honor, the [Stan Jones Legacy Award](#), which recognizes an individual, organization or state that has consistently embodied the vision of Complete College America and worked to increase the number of students who earn credentials of value.
- In March 2024, President Thompson received the [Betty and David Jones, Sr. Legacy Award](#) from Simmons College of Kentucky to recognize his commitment to education for all Kentuckians.
- In April 2024, CPE received the National Association of Higher Education Systems (NASH) [Scaling for Change Award](#) for its work in developing the nation's first statewide scholarship for displaced individuals.
- In May 2024, President Thompson received the [Wendell Thomas Award](#) from the Kentucky Association of Blacks in Higher Education (KABHE) in recognition of his endeavors to promote the cause of African Americans in higher education and for his commitment to promoting equal opportunity.



## STATE LEADERSHIP

Strengthen CPE's role as an effective and respected postsecondary education coordinating agency.

*In addition to strategic priorities, CPE has many administrative and statutory duties to fulfill. Key accomplishments in agency operations are highlighted below.*

**SJR 98 Study:** In response to Senate Joint Resolution 98 (2023), CPE conducted a three-part study to determine (1) the efficacy of Kentucky's current postsecondary governance structure; 2) the feasibility of a new four-year public university in Southeast Kentucky; and 3) the feasibility and impact of narrowing KCTCS's scope to technical education and training only, with the comprehensive (regional) universities assuming responsibility for general education and transfer programs. CPE served as the chief project manager and lead in conducting quantitative research and analysis and consulted with third parties Ernst & Young and the University of Kentucky's Center for Business and Economic Research. The tight eight-month timeline required a [final report](#) by December 1, 2023. Following its submission, staff and contractors remained heavily involved presenting the report, providing additional context and following up with additional research.

**Kentucky State University Management Improvement Plan:** CPE continued its deep engagement with Kentucky State University (KSU) through the implementation of [HB 250](#) (2022). Over the last year, CPE and KSU staff focused on installing a new president, Dr. Koffi Akakpo, and completing management improvement plan objectives. Specifically, a new chief financial officer has been hired, a new monthly financial reporting package has been adopted and all objectives related to financial incentives have been completed.

**Coordination of Statewide Issues:** Throughout the past year, CPE facilitated numerous meetings with the campus presidents and legislative liaisons to discuss legislative strategies and provide

a coordinated approach to statewide issues. CPE's systemic approach has improved higher education's efficiency and effectiveness.

**Collaboration and Learning Opportunities:** CPE has increased its outreach to institutions and community partners by hosting numerous workshops and events. With topics ranging from advising to credit for prior learning to workforce development, CPE provided collaborative opportunities for thousands of higher education constituents. This past year, CPE has hosted around 25 half-day or full day convenings, over 50 community of practice workshops, nearly 40 webinars and five large scale/multi-day events.

**Statewide Board Training Opportunities:** In lieu of an in-person conference, CPE held a [four-part webinar series](#) for trustees, regents and higher education leadership. Speakers included Jamie Merisotis, President and CEO of Lumina Foundation; Carol Cartwright, President Emeritus of Bowling Green State University and Senior Fellow at AGB; Belle Wheelan, President of the Southern Association of Colleges and Schools (SACS); and a legislative panel moderated by President Thompson. Staff also maintained and monitored completion of the [online board training and orientation courses](#) by newly appointed and elected board regents and trustees.

**Interactive Data Center Redesign:** To provide more narrative-driven data to stakeholders, staff are redesigning the CPE data portal. New public-facing dashboards will be created to help users visualize postsecondary progress in each strategic agenda priority area. Once the website and dashboards are built, the current data center will be removed from public view and shared with institutions and internal users through Tableau.



## STATE LEADERSHIP

Strengthen CPE's role as an effective and respected postsecondary education coordinating agency.

**Academic Common Market:** When an academic program is not available in Kentucky, students are able to participate in the [Academic Common Market](#). This program, managed by CPE staff, allowed approximately 490 students in the 2023-24 academic year to attend approved out-of-state institutions at the in-state tuition rate.

**Kentucky Virtual Library (KYVL):** One of CPE's key duties is managing the [KYVL](#), a consortium of over 300 Kentucky libraries and institutions, including colleges and universities, public libraries, K-12 schools, hospitals and the Kentucky Department for Libraries and Archives (KDLA). KYVL services include research databases, a courier service and the Kentucky Digital Library, with shared services and collaborative purchasing resulting in annual savings of approximately \$10 million for Kentucky's postsecondary institutions. In 2023-24, members searched KYVL databases over 68 million times and downloaded or viewed more than five million full-text articles, images or videos. KYVL's courier transported thousands of items per month to facilitate resource sharing among public and academic libraries. Additionally, 19 partner institutions published over 50 local archival collections in the Kentucky Digital Library, making this unique content available online for scholarship, research and lifelong learning. (KYVL also houses the Affordable Learning KY initiative, described in the "Affordability" section of this report.)

**Licensure of Institutions:** CPE led [Kentucky's licensure functions](#) for non-public institutions operating within the state and managed the state's participation in the State Authorization Reciprocity Agreement (SARA) and NC-SARA requirements. Staff renewed 74 licenses and approved ten new licenses; approved 144 new program applications and 271 program modifications; audited faculty in 79 new programs; and issued 11 new conditional licenses in 2023, with five of those satisfying conditions.

**Agency Operations:** Thanks to several grants and other non-state funds, CPE has been able to retain its full-time and part-time staff of 98 employees (24 with GUK and 12 part-time). Staff also operated and managed a FY 24 budget of \$7,205,700 for operations and strategic initiatives. We are pleased to report that the results of the FY23 agency audit showed no deficiencies or material weaknesses and a fair presentation of financial data.



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Printed with state funds.

JUNE 2024

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**TITLE:** Delegation of Authority to Executive Committee to Approve Regulations for the Kentucky Aerospace, Aviation, and Defense Investment Fund

**DESCRIPTION:** Staff will describe the recommendation that will be made at the June 21, 2024, Council meeting to delegate authority to the Executive Committee to approve administrative regulations required by SB 127 to administer the Kentucky Aerospace, Aviation, and Defense Investment Fund. No action is required by the Executive Committee.

**STAFF CONTACT:** Travis Powell, Vice President and General Counsel

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### **SUPPORTING INFORMATION**

Passed during the 2024 Regular Session of the Kentucky General Assembly, Senate Bill 127 created the Kentucky Aerospace, Aviation, and Defense Investment Fund to be administered by the Council on Postsecondary Education (CPE) to incentivize collaboration between aviation programs, aviation industry partners, and the Commonwealth to grow and strengthen the education and training pipeline of aviation professionals within Kentucky.

The bill requires CPE to reserve at least 65% of the fund for partnership proposals between aviation programs and aviation industry partners to provide aviation training scholarships to Kentucky residents enrolled in aviation programs. Selected partnership proposals would match contributions from aviation industry partners dollar-for-dollar with monies appropriated to the Fund. In addition, CPE shall reserve up to 35% of the fund for aviation equipment partnership contracts between public aviation programs and aviation industry partners to provide aviation and aviation equipment grants for a public high school vocational program or public postsecondary education institution to maintain, acquire, or lease aviation or aviation equipment. Administrative regulations will be created for each program to outline the process by which proposals will be submitted and evaluated for awards in accordance with the requirements of the enacted legislation.

Pursuant to the requirements of the bill, CPE shall promulgate regulations by August 1, 2024, and at least 30 days before filing, submit draft regulations to members of the Interim Joint Committee on Education and the Interim Joint Committee on Transportation for review and comment. If the action item is approved, the Executive Committee will convene for a special called meeting before August 1, 2024, to approve the regulations to be filed. Draft regulations will be sent to the respective legislative committees for review next week.