

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
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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