Kentucky State University

MANAGEMENT IMPROVEMENT PLAN QUARTERLY REPORT FOR Q1 2024

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MOSSADAMS

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I. BACKGROUND, SCOPE, AND METHODOLOGY

Moss Adams LLP (Moss Adams) was engaged by the Kentucky Council on Postsecondary Education (CPE) to monitor and report on Kentucky State University's (KSU, the University) progress toward implementing its established Management Improvement Plan (MIP). The MIP for KSU was adopted in November 2022. It was designed to assist with organizational and financial stability and includes, but is not limited to, the following elements:

- **Policies and Procedures:** A comprehensive cataloging and review of KSU policies and procedures to ensure efficiency and compliance with state and federal law

- **Salary Ranges:** Guidelines for salary ranges and benefits for all faculty, staff, and administrators

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

- **Academic Programs:** Academic program offerings, course offerings, and faculty productivity guidelines

- **Finance:** Accounting and fiscal reporting systems, collections, budget, and internal controls over expenditures and financial reporting

- **Student Success:** Student success and enrollment management strategies

- **Student Academic Progress:** Student academic progress and results

- **Online Programs:** Development of online curricula with the intent of offering bachelor's and master's degrees.

As detailed in the validation summaries throughout this report, each element includes required objectives and associated deliverables. CPE reviewed completed deliverables prior to March 1, 2023, and Moss Adams started reviewing deliverables March 1, 2023. This quarterly report reflects deliverables due during Quarter 1 2024 (June 1, 2023 through August 31, 2023) and all deliverables from prior quarters. Procedures used to assess progress toward completion varied based on the nature of the deliverable.

In this report, each deliverable includes a result of "Implemented," "Partially Implemented," "Not Implemented," or "Undetermined" as defined below:

- **Implemented:** KSU fully implemented the deliverable as of Q1 2024.

- **Partially Implemented:** Steps toward implementation were noted as of Q1 2024; however, KSU deliverable exceptions were identified.

- **Not Implemented:** Evidence of implementation or steps toward implementation by KSU were not available as of Q1 2024.

- **Undetermined:** Implementation could not be determined, or evidence could not be verified.

II. VALIDATION SUMMARY

A. ELEMENT 1: POLICIES AND PROCEDURES

Element 1 is related to the need to create a comprehensive catalog and review of University policies and procedures to ensure efficiency and compliance with state and federal law.

#	Objective	Deliverable	Deadline	Validation Comments	Validation Result
1.7.1	Review all policies and procedures and revise for content or elimination on a schedule provided to CPE by KSU, except for those polices listed below, which must be completed by a date specified by CPE. The Gold Book, Bylaws of Kentucky State University, The Faculty Handbook, Human Resource Policy Manual, The K-Book, The Kentucky State University Student Handbook	Policy review and revision schedule	Q4 FY 2023	KSU developed a policy review and revision timeline and provided it to CPE. All policies and procedures are scheduled to be reviewed by December 2024 and progress will be reported in future quarterly reports.	Implemented

Validation Summary

Deliverable Status	Q4 FY 2023	Q1 FY 2024	Q2 FY 2024	Q3 FY 2024	Q4 FY 2024
Objectives Implemented	0	1			
Objectives Partially Implemented	0	0			
Objectives Not Implemented	1	0			
Undetermined	0	0			
Due Later	10	10			
Total Objectives	11	11			

B. ELEMENT 2: SALARY RANGES

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

#	Objective	Deliverable	Deadline	Validation Comments	Validation Result
2.1.1	Review all currently offered benefits, vacation, sick leave and holiday policies at other Kentucky institutions and ensure competitiveness and consistency.	Summative Report	Q3 FY 2023	CPE verified that KSU implemented this objective. KSU staff completed a review of benefits in comparison to Kentucky public and peer institutions. The review found that benefits are generally competitive with other Kentucky public institutions, though KSU offers more paid holidays and higher than average vacation leave.	Implemented
2.1.2	Review all currently offered benefits, vacation, sick leave and holiday policies at other Kentucky institutions and ensure competitiveness and consistency.	Updated policy and approved paid holiday list	Q1 FY 2024	KSU completed the review of benefits in comparison to other institutions (see 2.1.1), but has not yet submitted the updated policy that reflects the revised holiday schedule or the updated approved paid holiday list.	Partially Implemented
2.2.1	Review all positions at the University, including those filled and unfilled, to determine need.	Summative Report	Q4 FY 2023	Staff reported the process to review staffing levels is expected to be completed in November 2023.	Partially Implemented
2.3.1	Identify positions that should be eliminated or reconstituted to meet the needs of the University.	Summative Report	Q4 FY 2023	Staff reported the process to review staffing levels is expected to be completed in November 2023.	Partially Implemented
2.4.1	Establish descriptions for all positions including any qualification requirements and an outline of duties and responsibilities.	Summative Report	Q4 FY 2023	Staff reported this objective is on hold until the total compensation survey is completed by Gallagher HR and Compensation Consulting (Gallagher). See objective 2.5.1.	Partially Implemented

#	Objective	Deliverable	Deadline	Validation Comments	Validation Result
2.5.1	Establish salary and benefit guidelines for all faculty, staff, and administrator positions using other Kentucky institutions and national peer institutions for comparison.	Contract for salary range and benefit study	Q4 FY 2023	A contract with Gallagher to complete a total compensation survey was executed. The contractor will consider faculty, staff, and administrative positions with KSU's peer group and regional institutions.	Implemented
2.7.1	Establish a master position list and develop protocols for adding and subtracting positions to and from the list.	Master Position List and Modification Policy	Q3 FY 2023	CPE verified that KSU implemented this objective. A master position list was established, and protocols were developed for adding and subtracting positions to and from the list.	Implemented
2.7.2	Establish a master position list and develop protocols for adding and subtracting positions to and from the list.	Finalized modification policy including process for regular master position list review	Quarterly	The protocols for adding and subtracting positions from the master position list are awaiting approval from senior administration. Once the process is finalized, Moss Adams will review the master position list compared to quarterly hirings, dismissals, and reassignments on a quarterly basis for at least two quarters.	Partially Implemented

Validation Summary

Deliverable Status	Q4 FY 2023	Q1 FY 2024	Q2 FY 2024	Q3 FY 2024	Q4 FY 2024
Objectives Implemented	3	3			
Objectives Partially Implemented	3	5			
Objectives Not Implemented	1	0			
Undetermined	0	0			

Deliverable Status	Q4 FY 2023	Q1 FY 2024	Q2 FY 2024	Q3 FY 2024	Q4 FY 2024
Due Later	6	5			
Total Objectives	13	13			

C. ELEMENT 3: BOARD TRAINING

Element 3 is related to the need for mandatory board member training and development, including but not limited to financial oversight and effective committee structure.

#	Objective	Deliverable	Deadline	Validation Comments	Validation Result
3.1.1	Complete Association of Governing Boards (AGB) training on Foundational Aspects of Trusteeship.	Summative Report	Q3 FY 2023	CPE verified that KSU implemented this objective. The KSU Board participated in the AGB Foundational Aspects of Trusteeship training in fall 2022.	Implemented
3.3.1	Conduct a review of the current board committee structure as compared to those at peer institutions, as well as best practices for effective university board committees.	Summative Report	Q1 FY 2024	The KSU Board discussed its committees and approved the creation of two new committees at its quarterly July 2023 meeting. The Board committees now include: the Executive Committee, the Finance and Audit Committee, the Investment and Advancement Committee, the Academic Affairs Committee, and the Student Engagement and Campus Life Committee.	Implemented
3.4.1	Determine the optimal board committee structure and composition and outline the charge of each committee.	Revised Committee Structure	Q1 FY 2024	The KSU Board discussed and agreed to changes to the compositions and responsibilities of its existing Board committees at its quarterly July 2023 meeting.	Implemented

#	Objective	Deliverable	Deadline	Validation Comments	Validation Result
3.5.1	Establish an Audit and Compliance Committee and define its relationship to the internal auditor.	Creation of New Committee	Q4 FY 2023	The KSU Board approved the creation of a Finance and Audit Committee at its quarterly July 2023 meeting.	Implemented
3.9.1	Make Regent attendance at the annual CPE Trusteeship conference mandatory.	Board Action	Q3 FY 2023	CPE verified that KSU implemented this objective. The Board took action to state Board member attendance at the annual CPE Trusteeship conference is expected and strongly recommended.	Implemented
3.10.1	Complete CPE-facilitated training on the history of the University as a state entity that covers its recent financial crisis.	Training Completed	Q4 FY 2023	CPE verified that KSU implemented this objective. The Kentucky Auditor of Public Accounts (APA) report was presented to the Board, which provided the Board with an understanding of KSU's fiscal circumstances.	Implemented
3.11.1	Participate in the Association of Governing Boards (AGB)/Gardner Institute Governing Board Equity in Student Success Project.	Participation Confirmation	Quarterly	KSU provided documentation confirming participation of two KSU Board members in the Governing Board Equity in Student Success Project.	Implemented
3.12.1	With CPE, develop financial oversight training modules for Regents.	Training Modules	Q1 FY 2024	Staff provided a memo from AGB Consulting with information about a speaker selected to train the Board on financial oversight matters. Full implementation of this objective is pending confirmation the training has been completed.	Partially Implemented

Validation Summary

Deliverable Status	Q4 FY 2023	Q1 FY 2024	Q2 FY 2024	Q3 FY 2024	Q4 FY 2024
Objectives Implemented	3	7			
Objectives Partially Implemented	0	1			
Objectives Not Implemented	1	0			
Undetermined	1	0			
Due Later	11	8			
Total Objectives	16	16			

D. ELEMENT 4: ACADEMIC PROGRAMS

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

#	Objective	Deliverable	Deadline	Validation Comments	Validation Result
4.1.1	Utilizing Gray Associates PES+ Market system and Institutional Research data: Evaluate the viability of all current academic programs.	Summative Report	Q3 FY 2023	CPE verified that KSU implemented this objective. KSU conducted an evaluation of its current program portfolio in collaboration with CPE. As part of this effort, Gray Associates completed a Program Portfolio Analysis that included analysis of KSU's current programs and potential new programs.	Implemented
4.1.2	Utilizing Gray Associates PES+ Market system and Institutional Research data: Close low-performing programs (as defined by CPE) and those not aligned with the University's mission.	Suspend programs with plan to close in CPE program	Q4 FY 2023	Staff provided documentation supporting that the low-performing programs were suspended for close out in five years.	Implemented

#	Objective	Deliverable	Deadline	Validation Comments	Validation Result
		inventory and teach out plan			
4.1.3	Utilizing Gray Associates PES+ Market system and Institutional Research data: Evaluate the costs/benefits of dual credit programs.	Summative report and performance improvement plan	Q4 FY 2023	The viability of dual-credit programming was assessed as part of KSU's Program Market Assessment. Staff provided a report and implementation plan detailing the plan to establish the Kentucky State University Dual-Credit Thorobred Academy.	Implemented
4.1.4	Utilizing Gray Associates PES+ Market system and Institutional Research data: Evaluate potential new program offerings aligned with the University's mission and supported by market demand.	Summative report and proposal development plan	Q4 FY 2023	The Program Market Assessment Workshop noted above under objective 4.1.3 also resulted in identification of new program opportunities. However, University leadership has not yet made final decisions about new programs, so a proposal development plan has not yet been created.	Partially Implemented
4.7.1	Facilitate a curriculum complexity discussion and streamline course offerings and programs: Ensure alignment of course program plans with CPE's Academic Program Inventory and degree plan site.	Summative report and inventory/site updates	Q4 FY 2023	Staff reported CPE's Academic Program Inventory and degree plan site were updated, but no supporting documentation was provided for validation.	Undetermined
4.9.1	Evaluate course offering schedules and program degree plans to maximize efficiency and promote retention, progression and graduation.	Summative report and updated course offering schedule	Q1 FY 2024	Staff provided the summative report and course offerings for Spring 2024 through Summer 2024, which shows courses were evaluated to maximize efficiency with the elimination of 150 courses while also promoting progression toward graduation with offerings of certain classes in the summer or winter when needed and	Implemented

#	Objective	Deliverable	Deadline	Validation Comments	Validation Result
				ensuring all necessary classes for each degree are offered.	
4.11.1	Review educator preparation programs and redesign them to provide culturally responsive teaching, improve the K12 pipeline, meet market demands, and address teacher shortages, particularly among teachers of color.	Posted RFP and contract awarded	Q4 FY 2023	Staff reported a request for proposal (RFP) was posted to achieve this objective, but it did not yield a suitable provider. Staff are working with CPE to determine next steps.	Partially Implemented
4.12.1	Determine the number of faculty needed in each program area based on revised program offerings and high-demand degree programs.	Summative report	Q4 FY 2023	Staff reported they will discuss next steps for this objective soon.	Not Implemented
4.13.1	Determine appropriate class sizes, approval processes, and pay structures for faculty overload and adjunct faculty in conjunction with the previously described salary band study.	Summative report and updated HR policy	Q4 FY 2023	Staff reported appropriate class sizes, approval processes, and pay structures for faculty overload and adjunct faculty have been determined, but a supporting updated HR policy was not provided.	Partially Implemented
4.17.1	Evaluate the curriculum for all non-educator preparation programs.	Posted RFP and contract awarded	Q4 FY 2023	Staff reported an RFP was posted to achieve this objective, but it did not yield a suitable provider. Staff are working with CPE to determine next steps.	Partially Implemented

Validation Summary

Deliverable Status	Q4 FY 2023	Q1 FY 2024	Q2 FY 2024	Q3 FY 2024	Q4 FY 2024
Objectives Implemented	1	4			
Objectives Partially Implemented	6	4			

Deliverable Status	Q4 FY 2023	Q1 FY 2024	Q2 FY 2024	Q3 FY 2024	Q4 FY 2024
Objectives Not Implemented	1	1			
Undetermined	1	1			
Due Later	9	8			
Total Objectives	18	18			

E. ELEMENT 5: FINANCE

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

#	Objective	Deliverable	Deadline	Validation Comments	Validation Result
5.1.4	Evaluate and revise internal budgetary controls and provide a quarterly budget to actual report to the Board of Regents.	Audit of all contracts to determine institutional need	Q1 FY 2024	Staff provided evidence that two were contracts were terminated and reported a comprehensive review of its remaining contracts is forthcoming.	Partially Implemented
5.2.1	Improve the accounting and reporting system, as well as internal controls over financial reporting, and provide quarterly Generally Accepted Accounting Principles (GAAP) statements and other financial information to the Board of Regents.	Issue RFP and award a contract for accounting services to assist in the addressing ongoing accounting issues	Q3 FY 2023	CPE verified that KSU implemented this objective. In late 2022, KSU entered into a contract with Your Part-Time Controller (YPTC). The vendor provides supplemental accounting services, as well as budgeting and forecasting services, allowing KSU to address ongoing accounting issues directly tied to improving the accounting and reporting systems.	Implemented

#	Objective	Deliverable	Deadline	Validation Comments	Validation Result
5.3.1	Outsource or co-source the internal audit function and reinstate the externally managed tip line.	Award contract for internal auditing services	Q3 FY 2023	CPE verified that KSU implemented this objective. KSU entered into a contract with Century Business Services, Inc. (CBIZ) for internal audit services in November 2022. Kentucky's Government Contract Review Committee approved the contract on November 9, 2022.	Implemented
5.3.2	Outsource or co-source the internal audit function and reinstate the externally managed tip line.	Adopt audit plan for internal audit	Q3 FY 2023	CPE verified that KSU implemented this objective. CBIZ has created an internal audit plan, which is currently being implemented.	Implemented
5.3.4	Outsource or co-source the internal audit function and reinstate the externally managed tip line.	Create external tip line policy and procedure	Q1 FY 2024	KSU provided the interim Ethics Hotline (Tipline) Policy. Once this policy is finalized, the objective will be implemented.	Partially Implemented
5.3.5	Outsource or co-source the internal audit function and reinstate the externally managed tip line.	Update KSU's website to make the hotline more easily accessible to employees and the public	Q1 FY 2024	KSU's website has been updated to include the tipline information.	Implemented
5.4.6	Implement a formal accounting and reporting framework for endowment distributions.	Conduct a review of endowment manager performance	Q1 FY 2024	No information or documentation was provided for this objective.	Not Implemented

#	Objective	Deliverable	Deadline	Validation Comments	Validation Result
5.5.3	Improve the collection of student accounts receivable, including implementation of a comprehensive Student Financial Responsibility Agreement and utilization of external collection agencies, including Kentucky's Department of Revenue.	Executed Student Financial Responsibility Agreement	Q4 FY 2023	The Student Financial Responsibility Agreement has been updated but has not yet been approved. The revised agreement is expected to be implemented in FY 2024. Current students are receiving monthly balance statements as an additional method to collect on balances. Additionally, KSU has engaged the Keys to Recovery collection agency to collect outstanding student balances from former students.	Partially Implemented
5.5.4	Improve the collection of student accounts receivable, including implementation of a comprehensive Student Financial Responsibility Agreement and utilization of external collection agencies, including Kentucky's Department of Revenue.	Revised collection policy	Q4 FY 2023	KSU provided the Collection Policy draft showing the payment guidelines for students and the collection process. Once the draft is finalized, this objective will be considered implemented.	Partially Implemented
5.6.1	Complete a comprehensive review of expenses to ensure they are charged to the correct functional area and that costs are appropriately allocated to grants and auxiliary units.	Revised chart of accounts	Q4 FY 2023	Staff reported the chart of accounts is being revised and was expected to be complete in June 2023. Moss Adams was not provided on update on this project in Q1 2024.	Partially Implemented
5.6.2	Complete a comprehensive review of expenses to ensure they are charged to the correct functional area and that costs are appropriately allocated to grants and auxiliary units.	Summative report on account revisions	Q4 FY 2023	KSU provided a summative report on the process of reviewing account revisions that appeared to be complete and reasonable.	Implemented

#	Objective	Deliverable	Deadline	Validation Comments	Validation Result
5.8.1	Implement a long-range planning process to support the strategic and capital investment decision-making process.	Contract for custodial, grounds, and facilities management	Q3 FY 2023	CPE verified that KSU implemented this objective. The Board approved a contract with Sodexo on December 28, 2022, to oversee the facilities management function. Kentucky's Government Contract Review Committee approved the contract on January 10, 2023.	Implemented
5.8.2	Implement a long-range planning process to support the strategic and capital investment decision-making process.	Deferred Maintenance Schedule	Q4 FY 2023	KSU reported there is not currently an articulated account of all necessary deferred maintenance for each building. KSU is working with a consulting firm to assess facilities on campus and develop a campus master plan, which is expected to be complete by December 2023.	Partially Implemented
5.8.3	Implement a long-range planning process to support the strategic and capital investment decision-making process.	Asset Preservation Funding Allocation Program	Q4 FY 2023	Moss Adams reviewed the Asset Preservation spreadsheet showing the allocation of asset preservation by project as of June 2023, but documentation detailing the asset preservation program, such as policies and procedures, was not provided.	Partially Implemented
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	Q4 FY 2023	Moss Adams reviewed a working draft of how state accounts are managed, and a Treasury Management policy related to state deposits. We were not provided other cash management, operating investment management, debt management, and internal loans policies and procedures.	Partially Implemented

#	Objective	Deliverable	Deadline	Validation Comments	Validation Result
5.15.1	Determine professional organizations that provide resources to assist the University with planning and evaluating effectiveness and secure membership.	Summative report	Q1 FY 2024	KSU provided a list of professional organizations that provide resources to assist the University with planning and evaluating effectiveness and secure membership.	Implemented
5.16.1	Encourage finance staff to attend the College Business Management Institute (CBMI).	Registration and report of attendance	Q1 FY 2024	Moss Adams reviewed registration for four staff to attend CBMI in 2023: Rachelle Ashcraft, Tonya Walker, Danielle Barber, and Justin Peach.	Implemented

Validation Summary

Deliverable Status	Q4 FY 2023	Q1 FY 2024	Q2 FY 2024	Q3 FY 2024	Q4 FY 2024
Objectives Implemented	4	8			
Objectives Partially Implemented	6	8			
Objectives Not Implemented	3	1			
Undetermined	4	0			
Due Later	23	23			
Total Objectives	40	40			

Recurring Quarterly Objectives

The table that follows includes a summary of validation results for the recurring quarterly objectives.

#	Objective	Deliverable	Validation Comments	Validation Results				
				Q4 FY 2023	Q1 FY 2024	Q2 FY 2024	Q3 FY 2024	Q4 FY 2024
5.1.1	Evaluate and revise internal budgetary controls and provide a quarterly budget to actual report to the Board of Regents.	Master list of budgeted positions reconciled to departmental budgets monthly	Staff reported Gallagher is working on the master position spreadsheet.	Partially Implemented	Partially Implemented			
5.1.2	Evaluate and revise internal budgetary controls and provide a quarterly budget to actual report to the Board of Regents.	Monthly budget to actual reports for E&G, Auxiliaries, Land Grant Match, and Asset Preservation	Moss Adams reviewed budget to actual reports for July and August but were not provided with transaction data from Banner to verify the reports match transaction data. Moss Adams was also not provided with documentation for June.	Implemented	Partially Implemented			
5.1.3	Evaluate and revise internal budgetary controls and provide a quarterly budget to actual report to the Board of Regents.	Budget projection prepared monthly for E&G, Auxiliaries, Land Grant Match, and Asset Preservation	Staff reported they are working with YPTC to finalize budget projection reports.	Partially Implemented	Partially Implemented			

#	Objective	Deliverable	Validation Comments	Validation Results				
				Q4 FY 2023	Q1 FY 2024	Q2 FY 2024	Q3 FY 2024	Q4 FY 2024
5.2.2	Improve the accounting and reporting system, as well as internal controls over financial reporting, and provide quarterly Generally Accepted Accounting Principles (GAAP) statements and other financial information to the Board of Regents.	Clearing accounts reconciled within 14 days of end of each month	Moss Adams reviewed clearing account reconciliation reports submitted by staff. Staff noted reconciliations are still in progress for July and August.	Partially Implemented	Partially Implemented			
5.2.3	Improve the accounting and reporting system, as well as internal controls over financial reporting, and provide quarterly Generally Accepted Accounting Principles (GAAP) statements and other financial information to the Board of Regents.	Bank accounts reconciled within 14 days of end of each month	Staff noted several bank reconciliations are still in progress for June, July, and August.	Implemented	Partially Implemented			
5.2.4	Improve the accounting and reporting system, as well as internal controls over financial reporting, and provide quarterly Generally Accepted Accounting Principles (GAAP) statements and other financial information to the Board of Regents.	Monthly closing entries posted within 14 days of end of each month	Moss Adams verified June, July, and August closing entries were posted within 14 days of month end.	Partially Implemented	Implemented			

#	Objective	Deliverable	Validation Comments	Validation Results Q4 FY 2023	Q1 FY 2024	Q2 FY 2024	Q3 FY 2024	Q4 FY 2024
5.2.5	Improve the accounting and reporting system, as well as internal controls over financial reporting, and provide quarterly Generally Accepted Accounting Principles (GAAP) statements and other financial information to the Board of Regents.	Month closed by the 15th day of each month	Moss Adams verified June, July, and August months were closed by the 15th of the month.	Partially Implemented	Implemented			
5.2.7	Improve the accounting and reporting system, as well as internal controls over financial reporting, and provide quarterly Generally Accepted Accounting Principles (GAAP) statements and other financial information to the Board of Regents.	Statement of Revenues, Expenses and Changes in Net Position by 15th of each month (income statement)	Moss Adams reviewed statements for June, July, and August.	Partially Implemented	Implemented			
5.2.8	Improve the accounting and reporting system, as well as internal controls over financial reporting, and provide quarterly Generally Accepted Accounting Principles (GAAP) statements and other financial information to the Board of Regents.	Statement of Net Position by 15th of each month (cash flow and trial balance)	No information or documentation was provided for this objective.	Not Implemented	Not Implemented			

#	Objective	Deliverable	Validation Comments	Validation Results				
				Q4 FY 2023	Q1 FY 2024	Q2 FY 2024	Q3 FY 2024	Q4 FY 2024
5.2.9	Improve the accounting and reporting system, as well as internal controls over financial reporting, and provide quarterly Generally Accepted Accounting Principles (GAAP) statements and other financial information to the Board of Regents.	Credit card account reconciliations	Moss Adams reviewed credit card reconciliations for June, July, and August, but we were not provided Amex Go supporting documentation to verify reconciliations were completed.	Partially Implemented	Partially Implemented			
5.2.11	Improve the accounting and reporting system, as well as internal controls over financial reporting, and provide quarterly Generally Accepted Accounting Principles (GAAP) statements and other financial information to the Board of Regents.	Balance of asset preservation fund reserves for month-end	Moss Adams reviewed the asset preservation reserve amount for June through August 2023 but were not provided with the Banner detail to confirm the asset balance is accurate.	Partially Implemented	Partially Implemented			
5.2.12	Improve the accounting and reporting system, as well as internal controls over financial reporting, and provide quarterly Generally Accepted Accounting Principles (GAAP) statements and other financial information to the Board of Regents.	Accounts payable aging summary	Moss Adams reviewed the accounts payable aging details for June, July, and August.	Partially Implemented	Implemented			

#	Objective	Deliverable	Validation Comments	Validation Results				
				Q4 FY 2023	Q1 FY 2024	Q2 FY 2024	Q3 FY 2024	Q4 FY 2024
5.3.3	Outsource or co-source the internal audit function and reinstate the externally managed tip line.	Reinstitute external tip line	The external tip line was reinstated in the middle of 2022 and an external vendor was contracted in April 2023 to handle all calls. Moss Adams verified the tipline phone number was active and website reporting was available.	Implemented	Implemented			
5.3.6	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	Staff reported audit report was presented, but the September Board meeting minutes will be posted.	Not Implemented	Partially Implemented			
5.3.8	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	Staff provided the Finance & Admin Committee meeting for April 2023. The hotline was discussed in this meeting.	Not Implemented	Partially Implemented			
5.5.1	Improve the collection of student accounts receivable, including implementation of a comprehensive Student Financial Responsibility Agreement and utilization	Monthly report of collection activity	KSU provided reports of currently enrolled students for June, July, and August but did not provide sufficient information on the collection activity to	Partially Implemented	Partially Implemented			

#	Objective	Deliverable	Validation Comments	Validation Results				
				Q4 FY 2023	Q1 FY 2024	Q2 FY 2024	Q3 FY 2024	Q4 FY 2024
	of external collection agencies, including Kentucky's Department of Revenue.		see the rate of student accounts receivable collection for June and July.					
5.5.2	Improve the collection of student accounts receivable, including implementation of a comprehensive Student Financial Responsibility Agreement and utilization of external collection agencies, including Kentucky's Department of Revenue.	Monthly report of outstanding student balances	Moss Adams verified KSU has reports of outstanding students balances for June, July, and August. The total balance of outstanding student bills increased from June to July by about $9M and by about $6M from July to August.	Partially Implemented	Implemented			
5.12.1	Implement quarterly reporting to the Board of Regents on the President's travel, entertainment, and discretionary expenses.	Quarterly report	Moss Adams verified the quarterly reports for the president's travel, entertainment, and discretionary expenses have been prepared and reviewed by the Board.	Partially Implemented	Implemented			

Validation Summary

Deliverable Status	Q4 FY 2023	Q1 FY 2024	Q2 FY 2024	Q3 FY 2024	Q4 FY 2024
Objectives Implemented	3	7			
Objectives Partially Implemented	12	10			
Objectives Not Implemented	3	1			
Undetermined	0	0			
Total Objectives	18	18			

Recurring Annual Objectives

The table that follows includes a summary of validation results for the recurring annual objectives.

#	Objective	Deliverable	Validation Comments	Validation Results Q1 FY 2024	Q2 FY 2024	Q1 FY 2025	Q2 FY 2025
5.1.5	Evaluate and revise internal budgetary controls and provide a quarterly budget to actual report to the Board of Regents.	Annual Budget Variance Report	KSU provided the FY 2023 budget to actual report that was reported to the Board of Regents.	Implemented			
5.10.2	Develop appropriate policies and procedures governing the key functions of treasury management, including cash management, operating investment management, debt management and internal loans.	Annual cash flow projection	Staff provided the draft cash forecast as of August 31, 2023, which includes forecasted to actual cash over the next fiscal year ending June 2024. To date, KSU has updated the monthly actuals.	Implemented			

Validation Summary

Deliverable Status	Q1 FY 2024	Q2 FY 2024	Q1 FY 2025	Q2 FY 2025
Objectives Implemented	2			
Objectives Partially Implemented	0			
Objectives Not Implemented	0			
Undetermined	0			
Total Objectives	2			

F. ELEMENT 6: STUDENT SUCCESS

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

#	Objective	Deliverable	Deadline	Validation Comments	Validation Result
6.1.1	Review the current reporting and organizational structure across student success and enrollment management units to improve communication, efficiency, and effectiveness.	Summative report and updated organizational chart	Q3 FY 2023	CPE verified that KSU implemented this objective. The Student Services division was restructured to refocus Student Services on creating intentionality in the conditions that enhance student learning and development, as well as encouraging student commitment to educationally purposeful activities both inside and outside the classroom. Enrollment Services, Student Success, and the Dean of Students Office are included in Student Services.	Implemented
6.3.1	With the assistance of a private consultant, develop a student success model rooted in evidence-based best practices to support	Participation in James Graham Brown	Q4 FY 2023	Staff reported KSU has made substantial progress in developing a student success model to support KSU	Partially Implemented

#	Objective	Deliverable	Deadline	Validation Comments	Validation Result
	KSU admits from enrollment through completion.	Foundation Grant Project		admits from enrollment to completion. KSU collaborated with the Advising Success Network (ASN) to reimagine academic advising, including developing a shared understanding of the role of the advisor in student performance and results, creating a definition for operational advising, and examining and improving process mapping for advising processes. ASN is also assisting KSU with developing an advising outline, handbook, and training modules. Once these items are complete, this objective will be implemented.	
6.4.1	Redesign the first-year experience course to integrate career exploration, academic planning and transition support content, and resources.	Summative report and Implementation and Training Plan	Q4 FY 2023	Staff reported training was provided to staff and faculty members who will serve as adjuncts for the first-year experience course (KSU 118). Participants were given the opportunity to provide feedback on the course and propose assignments to enhance the course. An RFP is currently being developed to find a contractor to support redesigning the course. The redesigned course is expected to be offered in Fall 2024.	Partially Implemented
6.5.1	Develop and improve processes at the opening of each academic term, including a student communication plan, housing (application, assignment, and billing), student orientation, tuition/room and board billing, and payment deadlines and student financial responsibilities.	Summative report and Implementation Plan	Q4 FY 2023	Staff reported KSU is continuing to work on improving processes at the opening of each academic term. To improve processes moving forward, the Division of Student Affairs plans to optimize and better integrate its systems to support automatic entry of housing charges and key card activation and has established key	Partially Implemented

#	Objective	Deliverable	Deadline	Validation Comments	Validation Result
				dates for opening academic term processes. Additionally, the Office of Admissions will coordinate New Student Orientation. This objective is expected to be implemented in 2024-2025 academic year.	
6.10.1	Evaluate athletics programming (including the marching band) and structures to improve processes around enrollment, recruitment and student success measures and determine the cost benefit of athletic program offerings, recommending any necessary restructuring, including competition level and conference affiliation.	Summative Report	Q1 FY 2024	KSU provided a draft annual review of athletics and another document reviewing the state of athletics, which reference several pieces of the objective but do not fully evaluate enrollment, recruitment and student success, cost benefit of athletic program offerings, or restructuring within athletics.	Partially Implemented
6.11.1	Create a sustainable Summer Bridge Program for potentially at-risk incoming freshmen.	Detailed Summer Bridge Program plan and budget	Q4 FY 2023	KSU developed the Accelerate Summer Bridge Program that aims to serve as an accelerated supplemental instruction model designed to prepare participating students to enter credit-bearing coursework in the first semester of college. KSU previously offered a five-week summer bridge program via the Pre-College Academy. Accelerate was designed as a two-week program for financial stability purposes but may be returned to a five-week program in the future.	Implemented
6.12.1	Improve support for student mental health	Participate in the Jed Foundation Program and provide Mental Health First Aid training	Q4 FY 2023	Staff reported KSU continues to participate in the four-year Jed Foundation Program. KSU aims to train 25 students, staff, and faculty in Mental Health First Aid in the 2024 academic year.	Partially Implemented

Validation Summary

Deliverable Status	Q4 FY 2023	Q1 FY 2024	Q2 FY 2024	Q3 FY 2024	Q4 FY 2024
Objectives Implemented	2	2			
Objectives Partially Implemented	4	5			
Objectives Not Implemented	0	0			
Undetermined	0	0			
Due Later	7	6			
Total Objectives	13	13			

G. ELEMENT 7: STUDENT ACADEMIC PROGRESS

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

#	Objective	Deliverable	Deadline	Validation Comments	Validation Result
N/A – No objectives were due this quarter and the deadline for the objective due last quarter was extended to a later quarter.					

Validation Summary

Deliverable Status	Q4 FY 2023	Q1 FY 2024	Q2 FY 2024	Q3 FY 2024	Q4 FY 2024
Objectives Implemented	0	0			
Objectives Partially Implemented	0	0			
Objectives Not Implemented	1	0			
Undetermined	0	0			
Due Later	6	7			
Total Objectives	7	7			

H. ELEMENT 8: ONLINE PROGRAMS

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

#	Objective	Deliverable	Deadline	Validation Comments	Validation Result
8.1.1	Identify a partner to develop an online program infrastructure and model, which shall include but not be limited to competency-based programs for business, public administration, and education.	Issue RFP and contract award	Q4 FY 2023	KSU provided the contract with Magellan Learning Solutions to develop an online program infrastructure and model.	Implemented
8.2.1	Utilize Gray Associates PES+ Market system to identify high-demand online programs to implement.	Summative report and proposal development plan	Q4 FY 2023	The Program Market Assessment Workshop noted under objective 4.1.3 also resulted in identification of new program opportunities. However, University leadership has not yet made final decisions about new programs, so a proposal development plan has not yet been created.	Partially Implemented

Validation Summary

Deliverable Status	Q4 FY 2023	Q1 FY 2024	Q2 FY 2024	Q3 FY 2024	Q4 FY 2024
Objectives Implemented	0	1			
Objectives Partially Implemented	2	1			
Objectives Not Implemented	0	0			
Undetermined	0	0			
Due Later	3	3			
Total Objectives	5	5			