

**KY COUNCIL ON POSTSECONDARY EDUCATION
SPECIAL-CALLED BOARD MEETING**



October 31, 2022 – 11:00 AM ET

Virtual meeting: <https://cpe-ky-gov.zoom.us/j/89129396618>

**Indicates action item*

- I. **Call to Order & Roll Call**

- II. **Emergency Interim Capital Projects**2
 - A. Hazard Community & Technical College, Hindman Campus
 - B. Southeast Kentucky Community and Technical College, Whitesburg Campus

- III. **Kentucky State University Management Improvement Plan**5

- IV. **Adjournment**
Next Council Meetings: November 18, 2022 @ CPE Offices

TITLE: Emergency Interim Capital Projects

RECOMMENDATION: Staff recommends that the Council approve two emergency capital projects for KCTCS related to the flooding in Eastern Kentucky: (a) Southeast Kentucky Community and Technical College, Whitesburg Campus (\$3.1 M scope); and (b) Hazard Community and Technical College (\$7.5 M scope), Hindman Campus.

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

SUPPORTING INFORMATION

KCTCS officials initially contacted CPE on October 13 and requested approval of two capital projects related to the recent flooding in Eastern Kentucky. These projects were reviewed by the KCTCS Board but given the emergency nature of the projects and the funding (FEMA and State Risk insurance funds), no KCTCS Board approval was required. KCTCS will be taking these projects to the Capital Projects and Bond Oversight Committee in November. The Finance and Administration Cabinet's Division of Engineering and Contract Administration (DECA) will be overseeing the projects.

Council approval is required for capital projects at postsecondary institutions that meet or exceed \$1,000,000. Most capital projects are reviewed and approved by the Council as part of the biennial budget submission process. Because these projects were not previously listed in the Council's budget submission, Council approval is required.

The first project is a \$3,100,000 project to address damage at two Southeast Kentucky Community and Technical College facilities: Caudill Hall and the Belinda Mason Building, both in Whitesburg, Kentucky, in Letcher County. The Caudill building contains student services, a library, and nursing programs. Caudill Hall's first floor received approximately 48 inches of water. The Belinda Mason Building received 60 inches of water, affecting the lobby, maintenance shop, elevator equipment room, and parking garage.

The second project is a \$7,500,000 project that will address damage at two facilities at Hazard Community and Technical College – the School of Craft and the Opportunity Center, both in Hindman, Kentucky, in Knott County. The School of Craft is a split-level building that has technical shop areas. It is currently leased to a non-profit organization that is providing training. One area of the building received 66 inches of water. The other area of the building and the Opportunity Center received 36 inches of water. The Opportunity Center houses various educational programs that provide support to the community. It is currently leased to several agencies that provide these services. Both projects will be funded with FEMA and State Risk (insurance) funds, and all work will be coordinated by the Division of Engineering and Contract Administration.

NEXT STEPS

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



October 19, 2022

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

Re: Report of Emergency Flood Projects
Kentucky Community and Technical College System

Dear Dr. Thompson:

The Kentucky Community and Technical College System (KCTCS) respectfully requests approval, pursuant to KRS 45.780 and KRS 45.750 (1)(g) for interim authorization for two emergency projects at Southeast KY Community and Technical College and Hazard Community and Technical College.

The recent flooding in Eastern Kentucky resulted in the damage at four community and technical college buildings. Southeast Kentucky Community and Technical College is the location of two building: Caudill Hall and Belinda Mason Building. Hazard Community and Technical College is the location of the other two buildings: School of Craft and Opportunity Center. All four buildings need construction work to restore the buildings to their intended use after having water in the buildings. The estimated cost for Southeast KY Community and Technical College Emergency Repairs is \$3.1 million and the estimated cost for the Hazard Community and Technical College Emergency Repairs is \$7.5 million.

Both projects will receive reimbursements from State Risk insurance. We will implement the design and construction of the two projects through the Finance and Administration Cabinet as capital projects.

Should you have questions, please feel free to contact Andy Casebier at 859-256-3287.

Sincerely,

A handwritten signature in black ink that reads "Beverly D. Malloy". The signature is written in a cursive style.

Beverly D. Malloy
Interim Vice President, Administrative Services

Cc: President Paul Czarapata
Carla Wright
Andy Casebier
Sandy Adkins
Shaun McKiernan



Kentucky Community and Technical College System

300 North Main Street
Versailles, KY 40383
(859) 256-3100
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TITLE: Kentucky State University Management Improvement Plan

RECOMMENDATION: Council staff recommends the approval of the Kentucky State University Management Improvement Plan in accordance with HB 250 (2022).

PRESENTERS: Travis Powell, Vice President and General Counsel

SUPPORTING INFORMATION

HB 250 (2022) Section 2. states the following:

- (1) The Council on Postsecondary Education shall create and oversee a management improvement plan for Kentucky State University designed to assist with organizational and financial stability that includes but is not limited to the following areas:
 - a. A comprehensive cataloging and review of university policies and procedures to ensure efficiency and compliance with state and federal law;
 - b. Guidelines for salary ranges and benefits for all faculty, staff, and administrators;
 - c. Mandatory board member training and development, including but not limited to financial oversight and effective committee structure;
 - d. Academic program offerings, course offerings, and faculty productivity guidelines;
 - e. Accounting and fiscal reporting systems, collections, budget, and internal controls over expenditures and financial reporting;
 - f. Student success and enrollment management strategies;
 - g. Student academic progress and results; and
 - h. The development of an online curriculum with the intent of offering Bachelor's and Master's degrees online.

- (2) The plan shall include:

- a. Specific, measurable goals, objectives, and benchmarks for each of the improvement areas;
 - b. A process for monitoring and evaluating Kentucky State University's progress toward meeting the goals, objectives, and benchmarks; and
 - c. The terms and conditions for the termination of the plan.
- (3) The plan shall include, as determined by the council, on-site council or third-party staff in a management, advisory, or administrative capacity to provide assistance to Kentucky State University in implementing the plan.
- (4) The Kentucky State University board of regents shall fully cooperate and timely consult with the council in developing and implementing the plan and shall provide all information and documentation requested by the council in overseeing the plan.
- (5) The council shall submit the plan to the Legislative Research Commission by November 1, 2022. Any revisions to the plan shall be submitted to the Commission after adoption.
- (6) The council shall contract with an independent third party to make recommendations on the university's governance and operational structure and evaluate the university's performance throughout the period of the council's oversight.
- (7) By June 1 and November 1, 2022, and by June 1 and November 1 of each year thereafter the plan is in effect, the council shall provide reports to the Interim Joint Committee on Education detailing the status of the development, implementation, and results of the plan.

Furthermore, Section 5. states:

There is hereby appropriated to the Council on Postsecondary Education General Fund moneys in the amount of \$5,000,000 in fiscal year 2022-2023 and \$10,000,000 in fiscal year 2023-2024 for the purposes of distributing funds to Kentucky State University, as determined by the council, as goals and benchmarks are met by the university in accordance with the management improvement plan established in Section 2 of this Act.

The attached Kentucky State University (KSU) Management Improvement Plan and companion spreadsheet containing objectives, deliverables, deadlines, and funding

provided upon completion (if any) were developed through Council staff's daily work with KSU staff since July 2021. This work began with the assessment of KSU's financial status per the Governor's Executive Order and was extended through the adoption of HB 250 this past April. The proposed Plan meets requirements of the legislation.

At KSU's board meeting on October 12, 2022, CPE Vice President and General Counsel Travis Powell presented an overview of the current draft Plan objectives in each of the eight (8) required areas. At the conclusion of the meeting, the KSU Board of Regents adopted the following resolution:

“The Board of Regents of Kentucky State University supports the continued development of an appropriately funded management improvement plan in cooperation with CPE.”

The Council continued to meet with KSU leadership to develop the proposed Plan and it has been distributed to the KSU Board of Regents members.

Council staff recommends the approval of the proposed KSU Management Improvement Plan in accordance with HB 250 (2022).

Council on Postsecondary Education

Kentucky State University Management Improvement Plan

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

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

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

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

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

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

- On April 15, 2022, pursuant to SB 265 (2022), newly appointed members of the KSU Board of Regents were confirmed by the Senate.
- Also on April 15, 2022, CPE adopted a KSU Expenditure Approval Policy to effectuate the HB 250 requirement that CPE approve all KSU expenditures over \$5,000 until declaration of KSU's

financial stability. CPE also approved a disbursement of \$17.5 million of the \$23 million authorized to allow KSU to meet its current-year financial obligations.

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

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

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

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

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

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

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

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

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

Objectives

- Review all university policies and procedures for compliance with the Policy on Policies.
- Review all policies and procedures and revise for content or eliminate on a schedule provided to CPE by KSU, except for 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 Resources Policy Manual
 - The K-Book, The Kentucky State University Student Handbook
- Create and promote an easily accessible and user-friendly policy bank on the KSU website with links to all university policies.
- Create and implement a Standard Operating Procedures (SOPs) manual in each area (academic affairs, enrollment management, auxiliary, facilities, etc.).

2. Guidelines for Salary Ranges and Benefits for all Faculty, Staff and Administrators

Consistency and transparency related to issues of employment are crucial to any organization, particularly public higher education institutions, which operate for the benefit of their students and serve the public at large. Organizations also must offer competitive salary and benefit packages to attract and retain high-quality personnel. While funding constraints for public higher education institutions can limit their

flexibility in this area, institutions must be competitive in their markets. A transparent, consistent and competitive salary and benefit structure, combined with an institutional culture that supports the professional growth and development of all its employees, will allow the University to create and maintain a world-class workforce poised to meet the needs of its students as they pursue their educational goals.

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

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

Objectives

- Review all currently offered benefits, vacation, sick leave and holiday policies at other Kentucky institutions and ensure competitiveness and consistency.
- Review all positions at the University, including those filled and unfilled, to determine need.
- Identify positions that should be eliminated or reconstituted to meet the needs of the University.
- Establish descriptions for all positions including any qualification requirements and an outline of duties and responsibilities.
- Establish salary and benefit guidelines for all faculty, staff and administrator positions using other Kentucky institutions and national peer institutions for comparison.
- Once new salary and benefit guidelines are adopted, all current salaries shall be adjusted to conform with new guidelines.
- Establish a master position list and develop protocols for adding and subtracting positions to and from the list.
- Benchmark university administrators to peer institutions per functional area and develop a plan to realign staffing in accordance with benchmarks.
- Evaluate the current organizational structure of KSU, which shall include, but not be limited to:
 - 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.
- Revise the University's organizational chart, reflecting the recommended changes (titles and names), using a consistent nomenclature. Include charts for all units at KSU.

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

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

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

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

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

Objectives

- Complete Association of Governing Boards (AGB) training on Foundational Aspects of Trusteeship.
- Receive comprehensive reports from all functional units of the University to better understand institutional operations from both the academic and business perspective.
- Conduct a review of the current board committee structure as compared to those at peer institutions, as well as best practices for effective university board committees.
- Determine the optimal board committee structure and composition and outline the charge of each committee.
- Establish an Audit and Compliance Committee and define its relationship to the internal auditor.
- Establish a regular meeting calendar annually for both the full board and board committees.
- Receive approval of KSU's new board member orientation programs per KRS 164.020(25)(c).
- Create a Regent professional development policy and plan.
- Make Regent attendance at the annual CPE Trusteeship conference mandatory.
- Complete CPE-facilitated training on the history of the University as a state entity that covers its recent financial crisis.

- Participate in the Association of Governing Boards (AGB)/Gardner Institute Governing Board Equity in Student Success Project.
- With CPE, develop financial oversight training modules for Regents.
- Obtain an external review of the philanthropy strategy and governance structure of related entities, including relationships with the Foundation and Alumni Association.
- Adopt recommended changes to ensure optimal alumni/community/corporate engagement, fundraising and stewardship of gifts.
- Create a self-evaluation process for the board to be conducted at least every two years to assess board effectiveness and identify strengths and weaknesses.

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

4. Academic program offerings, course offerings and faculty productivity guidelines

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

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

- Utilizing Gray Associates’ PES+ Market system and Institutional Research data:
 - Evaluate the viability of all current academic programs;
 - Close low-performing programs (as defined by CPE) and those not aligned with the University’s mission;
 - Evaluate the costs/benefits of dual credit programs; and
 - Evaluate potential new program offerings aligned with the University’s mission and supported by market demand.
- Facilitate a curriculum complexity discussion and streamline course offerings and programs:
 - Utilize an evaluation tool, such as Curricular Analytics, to determine the efficiency of each degree plan;

- Evaluate and revise (if necessary) high Drop, Fail or Withdraw (DFW) courses; and
- Ensure alignment of course program plans with CPE’s Academic Program Inventory and degree plan site.
- Align course offerings to meet the student learning outcomes of the general education curriculum and CPE’s Kentucky Graduate Profile.
- Evaluate course offering schedules and program degree plans to maximize efficiency and promote retention, progression and graduation.
- Evaluate and improve the Credit for Life process to include a consistent evaluation, documentation and awarding of academic credit.
- Review educator preparation programs and redesign them to provide culturally responsive teaching, improve the K12 pipeline, meet market demands and address teacher shortages, particularly among teachers of color.
- Determine the number of faculty needed in each program area based on revised program offerings and high-demand degree programs.
- Determine appropriate class sizes, approval processes and pay structures for faculty overload and adjunct faculty in conjunction with the previously described salary band study.
- Review the institutional effectiveness office and make recommendations for improvement (including identifying standard reports and timelines to be provided to senior KSU administrators and Board of Regents and proper location within the organizational structure).
- Revise and revamp the governmental services center (KRS 164.357) to provide improved educational services to state government, specifically providing program offerings in public administration leveraging KSU’s geographic proximity to Kentucky state government.
- Review the current Quality Enhancement Plan (QEP) and determine effectiveness and fidelity of implementation.
- Evaluate the curriculum for all non-educator preparation programs.

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

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

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

The objectives outlined below are designed to correct long-standing problems in accounting and financial reporting at KSU, as well as to improve financial and budgetary controls. These steps are essential to

rebuilding the credibility of the University with all stakeholders and will position the University to effectively manage and accurately report on financial operations.

Objectives

- Evaluate and revise internal budgetary controls and provide a quarterly budget to actual report to the Board of Regents.
- Improve the accounting and reporting system, as well as internal controls over financial reporting, and provide quarterly Generally Accepted Accounting Principles (GAAP) statements and other financial information to the Board of Regents.
- Outsource or co-source the internal audit function and reinstate the externally managed tip line.
- Implement a formal accounting and reporting framework for endowment distributions.
- Improve the collection of student accounts receivable, including implementation of a comprehensive Student Financial Responsibility Agreement and utilization of external collection agencies, including Kentucky's Department of Revenue.
- Complete a comprehensive review of expenses to ensure they are charged to the correct functional area and that costs are appropriately allocated to grants and auxiliary units.
- Complete the Banner accounting system optimization project and ADP payroll system transition to Banner.
- Implement a long-range planning process to support the strategic and capital investment decision-making process.
- Implement an enterprise risk management process to identify, evaluate and mitigate key risks facing the institution and higher education industry, including strategic, operational, financial and compliance risks.
- Develop appropriate policies and procedures governing the key functions of treasury management, including cash management, operating investment management, debt management and internal loans.
- Implement a formal endowment management framework.
- Implement quarterly reporting to the Board of Regents on the President's travel, entertainment and discretionary expenses.
- Develop a campus master plan and a three- and five-year capital project plan focused on asset preservation.
- Evaluate all established centers (Atwood, CREED, etc.) for costs/benefits.
- Determine professional organizations that provide resources to assist the University with planning and evaluating effectiveness and secure membership.
- Encourage finance staff to attend the College Business Management Institute (CBMI).
- Incorporate National Association of College and University Business Officers (NACUBO) Financial Accounting and Reporting Manual for Higher Education (FARM) as a guiding document for all business procedures.
- Complete a software audit to determine if all purchased and licensed software is necessary and being used effectively.

6. Student success and enrollment management strategies

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

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

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

Objectives

- Review the current reporting and organizational structure across student success and enrollment management units to improve communication, efficiency and effectiveness.
- Develop a coordinated enrollment management function and plan, including but not limited to specific targeting of Kentucky students.
- With the assistance of a private consultant, develop a student success model rooted in evidence-based best practices to support KSU admits from enrollment through completion.
- Redesign the first-year experience course to integrate career exploration, academic planning and transition support content and resources.
- Develop and improve processes at the opening of each academic term, including a student communication plan, housing (application, assignment and billing), student orientation, tuition/room and board billing and payment deadlines and student financial responsibilities.
- Establish cross-training expectations and succession planning across student affairs units to limit the impact of staff turnover and vacancies.
- Complete a comprehensive, programmatic evaluation of the 2+2 academic and career advising model, providing recommendations for improvement based on evidence-based best practices.
- Evaluate the effectiveness of the pre-college academy, University College, and overall advising model with recommendations for improvement and training supports.
- Evaluate the use of a case management model in which students and families are assigned one point of contact through the entire enrollment management process.
- Evaluate athletics programming (including the marching band) and structures to improve processes around enrollment, recruitment and student success measures and determine the cost benefit of athletic program offerings, recommending any necessary restructuring, including competition level and conference affiliation.

7. Student academic progress and results

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

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

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

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

Objectives

- Meet first- to second-year retention and progression targets to support completion goals (graduation rate and degrees conferred).
- Develop a system to manage institution-wide and program/departmental student cohorts to improve completion rates.
- Evaluate student progression within programs to identify any academic and persistence obstacles.
- Implement a predictive analytics model to develop a student recruitment profile and early warning system for enrolled students.
- Conduct a campus climate survey and provide an improvement plan (if necessary) to address issues discovered in the survey analysis.

8. Development and enhancement of online offerings

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

The impending higher education enrollment cliff signals the need to offer large-scale online program offerings with the flexibility to engage adult learners and re-engage students who lost their connection to higher education and still need to gain skills to fulfill their career aspirations. CPE is working to minimize

the impact of the enrollment cliff through the statewide strategic agenda and the recent implementation of the Adult Attainment Academy.

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

Objectives

- Identify a partner to develop an online program infrastructure and model, which shall include but not be limited to competency-based programs for business, public administration and education.
- Utilize Gray Associates PES+ Market system to identify high-demand online programs to implement.
- Determine an operating structure for a distinct KSU online subsidiary through an evaluation of the following:
 - A separate administrative structure to increase autonomy and innovation in online learning;
 - Potential financial aid issues associated with an online subsidiary;
 - The effectiveness of a competency-based, eight-week model for online learning; and,
 - The use of a case management model in which students and families are assigned one point of contact throughout the enrollment management process.
- Develop an online general education curriculum aligned with CPE's transfer policy.
- Implement innovative evaluation methods of online learning quality to ensure online programs meet nationally recognized quality assurance standards.

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

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

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

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

Pursuant to Section 2(3) of HB 250, CPE will provide on-site assistance in Plan implementation. CPE and KSU staff leads shall be assigned to each objective, and CPE staff shall be consulted throughout the execution of each Plan objective. Failure to engage CPE staff in Plan implementation or failure to meet

any of the goals or objectives set forth in the Plan may result in CPE providing on-site management in functional areas to facilitate progress.

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

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

DRAFT

A Comprehensive Cataloging and Review of University Policies and Procedures to Ensure Efficiency and Compliance with State and Federal Law

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

Guidelines for Salary Ranges and Benefits for all Faculty, Staff, and Administrators

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

Mandatory Board Member Training and Development, Including But Not Limited to Financial Oversight and Effective Committee Structure

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

Academic Program Offerings, Course Offerings, and Faculty Productivity Guidelines

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

Accounting and Fiscal Reporting Systems, Collections, Budget, and Internal Controls Over Expenditures and Financial Reporting

Objective	Deliverable	Benchmark	Deadline	FY 2023 Funding Distribution Upon Successful Completion
Evaluate and revise internal budgetary controls and provide a quarterly budget to actual report to the Board of Regents.	Master list of budgeted positions reconciled to departmental budgets monthly	N/A	January 2023	N/A
	Monthly budget to actual reports for E&G, Auxiliaries, Land Grant Match, and Asset Preservation	Completed on time each month	January 2023	N/A
	Budget projection prepared monthly for E&G, Auxiliaries, Land Grant Match, and Asset Preservation	Completed on time each month	January 2023	N/A
	Audit of all contracts to determine institutional need.	Summative Report	June 2023	N/A
	Annual Budget Variance Report	No more than 10% variance on Revenues or Expenditures from Original Budget	Annually at the close of the fiscal year	N/A
Improve the accounting and reporting system, as well as internal controls over financial reporting, and provide quarterly GAAP statements and other financial information to the Board of Regents.	Issue RFP and award a contract for accounting services to assist in the addressing ongoing accounting issues	Executed Contract	December 2022	\$500,000
	Clearing accounts reconciled within 7 days of end of each month	Completed on time each month	January 2023	N/A
	Bank accounts reconciled within 7 days of end of each month	Completed on time each month	January 2023	N/A
	Monthly closing entries posted within 7 days of end of each month	Completed on time each month	January 2023	N/A
	Month closed by the 10th day of each month	Completed on time each month	January 2023	N/A
	Revise and update Business Procedures Manual	Completed on time each month	March 2023	N/A
	Statement of Revenues, Expenses and Changes in Net Position by 10th of each month	Completed on time each month	March 2023	N/A
	Statement of Net Position by 10th of each month	Completed on time each month	March 2023	N/A
	Credit card account reconciliations	Completed on time each month	January 2023	N/A
	Annual Financial Statement Analysis	*1. Current Ratio *2. Composite Financial Index Scores exceeding industry standard *3. Improving Score on College Market Stress Test *4. Improving Accounts Payable Turnover Ratio *5. Increase in Unrestricted Net Assets less Capital Assets and Pension Impact	July 2023	N/A
Outsource or co-source the internal audit function and reinstate the externally managed tip line.	Award contract for internal auditing services	N/A	November 2022	N/A
	Adopt audit plan for internal audit	N/A	December 2022	N/A
	Reinstitute external tip line	N/A	November 2022	N/A
Implement a formal endowment management framework	Review endowment agreements and execute new agreements where needed	N/A	February 2023	N/A
	Correct accounting for prior withdrawals in 2019 and 2020	N/A	February 2023	N/A
	Correct accounting structure in Banner for endowment accounts	N/A	February 2023	N/A
	Correct endowment reporting on FY 2021 and FY 2022 financial statements	N/A	February 2023	N/A

Objective	Deliverable	Benchmark	Deadline	FY 2023 Funding Distribution Upon Successful Completion
	Review and update endowment investment policy	N/A	April 2023	N/A
	Conduct a review of endowment manager performance	TBD	April 2023	N/A
	Report on Fundraising Efficiency	Fundraising Efficiency Ratio Improving	June 2023	N/A
Improve the collection of student accounts receivable, including implementation of a comprehensive Student Financial Responsibility Agreement and utilization of external collection agencies, including Kentucky's Department of Revenue.	Monthly report of outstanding student balances	1. Trend of reduced student balances at census date 2. Improving Accounts Receivable Turnover Ratio 3. Decrease over time in Bad Debt Expense	February and September	N/A
	Month report of collection activity	Completed on time each month	January 2023	N/A
	Executed student financial responsibility agreement	N/A	January 2023	N/A
	Revised collection policy	N/A	January 2023	N/A
Complete a comprehensive review of expenses to ensure they are charged to the correct functional area and that costs are appropriately allocated to grants and auxiliary units.	Revised chart of accounts	N/A	March 2023	N/A
	Summative report on account revisions	N/A	March 2023	N/A
Complete Banner optimization project and ADP to Banner Transition.	Summative report on necessary optimizations	N/A	November 2023	N/A
	Completed optimizations by module	N/A	September 2023	N/A
	Completed transition from ADP to Banner payroll module	N/A	January 2024	N/A
Implement a long-range planning process to support the strategic and capital investment decision-making process.	Contract for custodial, grounds, and facilities management	N/A	November 2022	N/A
	Deferred Maintenance Schedule	N/A	February 2023	N/A
	Asset Preservation Funding Allocation Program	N/A	February 2023	N/A
Implement an enterprise risk management process to identify, evaluate, and mitigate key risks facing the institution and higher education industry, including strategic,	Create BOR committee for enterprise risk management or assign to existing committee	N/A	January 2024	N/A
	Summative report	N/A	March 2024	N/A
Develop appropriate policies and procedures governing the key functions of treasury management including cash management, operating investment management, debt management, and internal loans.	Cash and Treasury management procedures manual	N/A	February 2023	N/A
	Annual cash flow projection	Days cash on hand minimum throughout the year of 90 (reduce cash by any accessed lines of credit)	January 2023	N/A
Review endowment performance and develop related management metrics.	Summative report	N/A	June 2023	N/A
Implement quarterly reporting to the Board of Regents on the President's travel, entertainment, and discretionary expenses.	Quarterly report	N/A	January 2023	N/A

Objective	Deliverable	Benchmark	Deadline	FY 2023 Funding Distribution Upon Successful Completion
Develop a campus master plan and a 3- and 5-year capital project plan focused on asset preservation.	Campus Master Plan	N/A	December 2023	N/A
Evaluate all established Centers (Atwood, CREED, etc.) for cost/benefit.	Summative report	N/A	June 2024	N/A
Determine professional organizations that provide resources to assist the university with planning and evaluation of effectiveness (CUPA, NACUBO, etc) and secure membership.	Summative report	N/A	September 2023	N/A
Encourage attendance at CBMI for Finance staff.	Report of attendance	N/A	September 2023	N/A
Incorporate NACUBO FARM as a guiding document for all business procedures.	Revised business procedures document	N/A	March 2023	N/A
Complete software audit to identify if all purchased and licensed software is necessary and being used effectively.	Summative Report	N/A	March 2023	N/A

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

Student Success and Enrollment Strategies

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

Student Academic Progress and Results

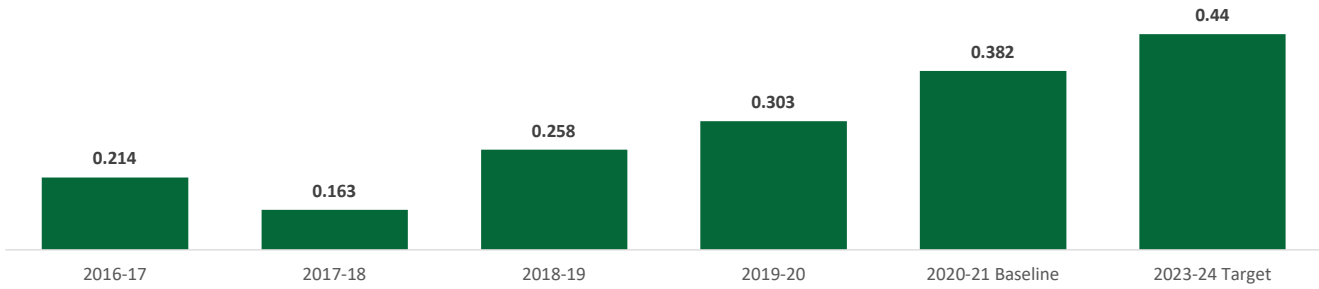
Objective	Deliverable	Benchmark	Deadline	FY 2023 Funding Distribution Upon Successful Completion
Meet retention and progression targets to support completion (graduation rate and degrees conferred) goals.	N/A	Beginning with Fall 2024 cohort, the progression rate targets at 75% after Year 1; 65% after Year 2; 60% after Year 3; 55% after Year 4, and 53% after Year 5. Improvement in these areas should begin immediately.	September 2025	N/A
Improve retention rate first fall (2022) to second fall (2023)	N/A	75%	September 2023	\$100,000
Improve Fall 2023 cohort progression rate	N/A	70% of the fall cohort earn 30 credit hours and return in the fall semester	June 2024	\$250,000
Improve AY 2022-2023 graduation rate	N/A	44%	September 2023	\$150,000
Increase the number of degrees conferred for AY 2022-2023	N/A	166	September 2023	\$100,000
Develop a system to manage institution-wide and program/departmental student cohorts	Summative report and Implementation Plan	N/A	May 2023	N/A
Implement a predictive analytics model to develop a student recruitment profile and early warning system	Summative report and Implementation Plan	N/A	May 2024	N/A
Conduct a campus climate survey	Summative report and Improvement Plan	N/A	August 2024	N/A

Development and Enhancement of online offerings

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

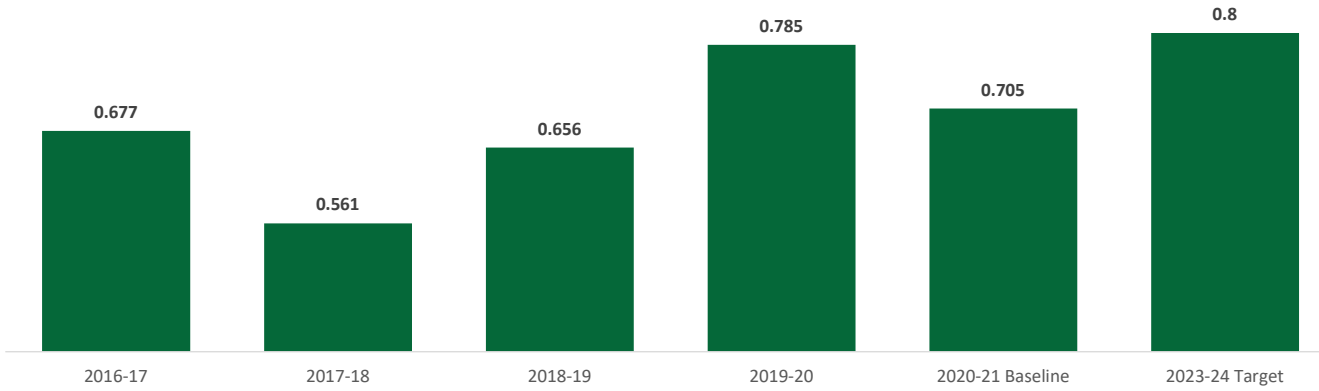
Graduation Rate

2016-17	2017-18	2018-19	2019-20	2020-21 Baseline	2023-24 Target
21.4%	16.3%	25.8%	30.3%	38.2%	44.0%



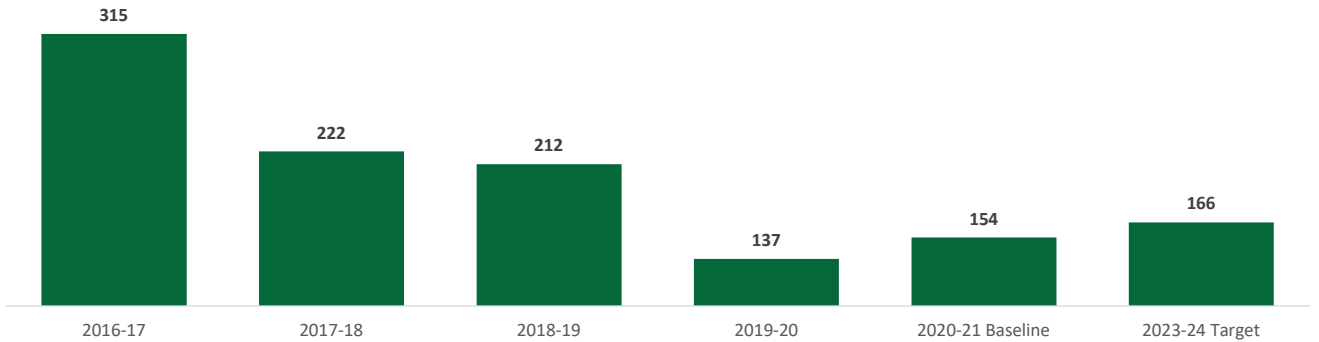
Second-Year Retention Rate

2016-17	2017-18	2018-19	2019-20	2020-21 Baseline	2023-24 Target
67.7%	56.1%	65.6%	78.5%	70.5%	80.0%

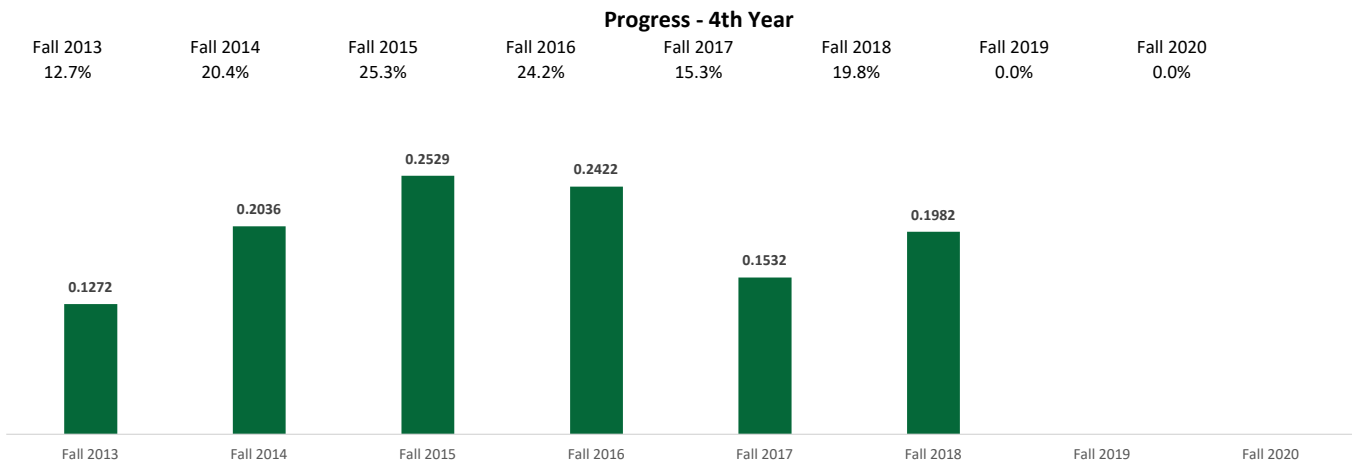
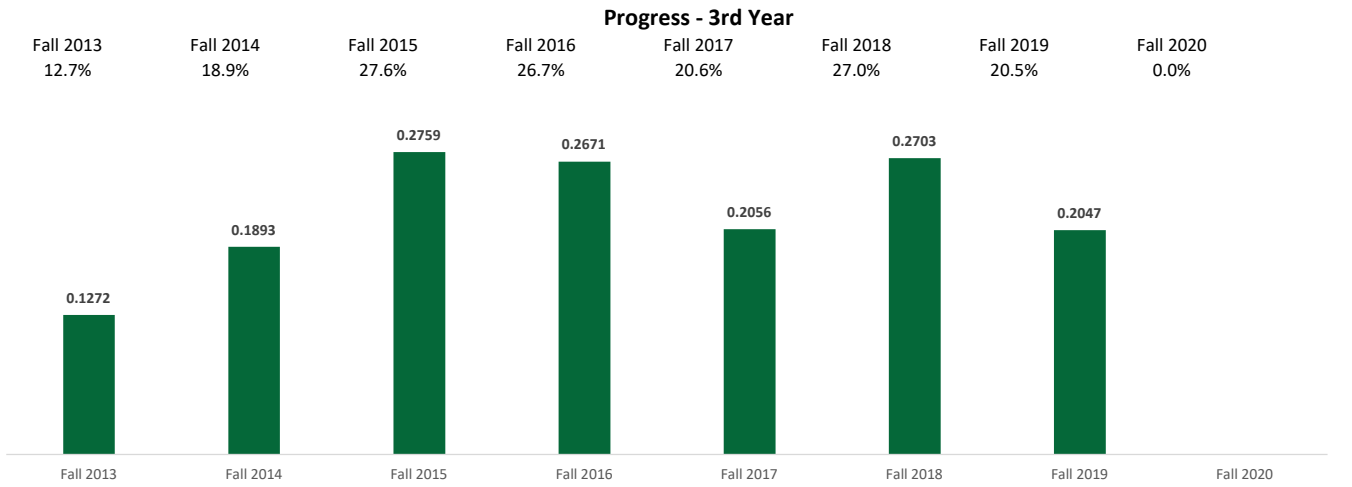
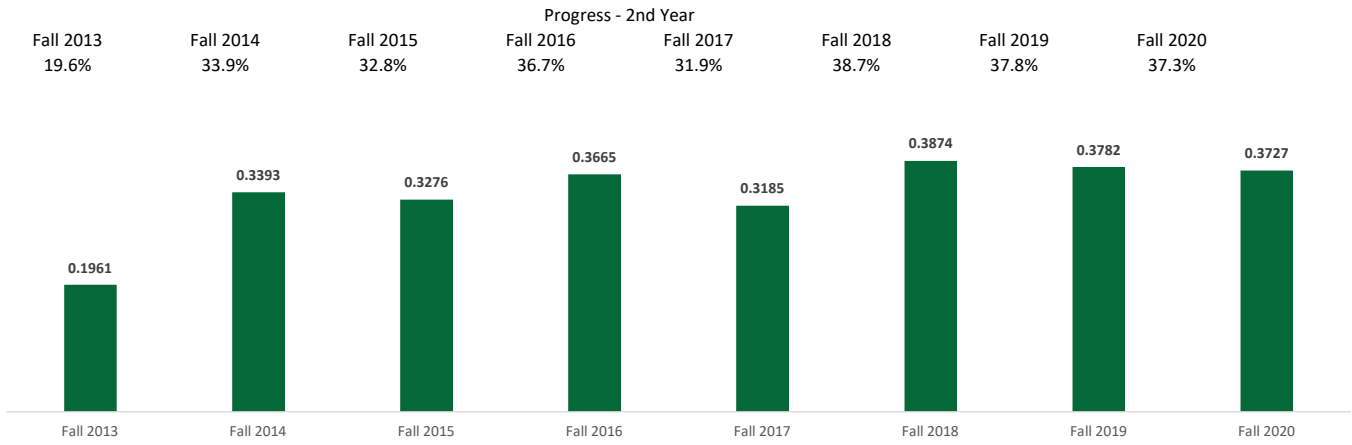


Undergraduate Degrees/Credentials

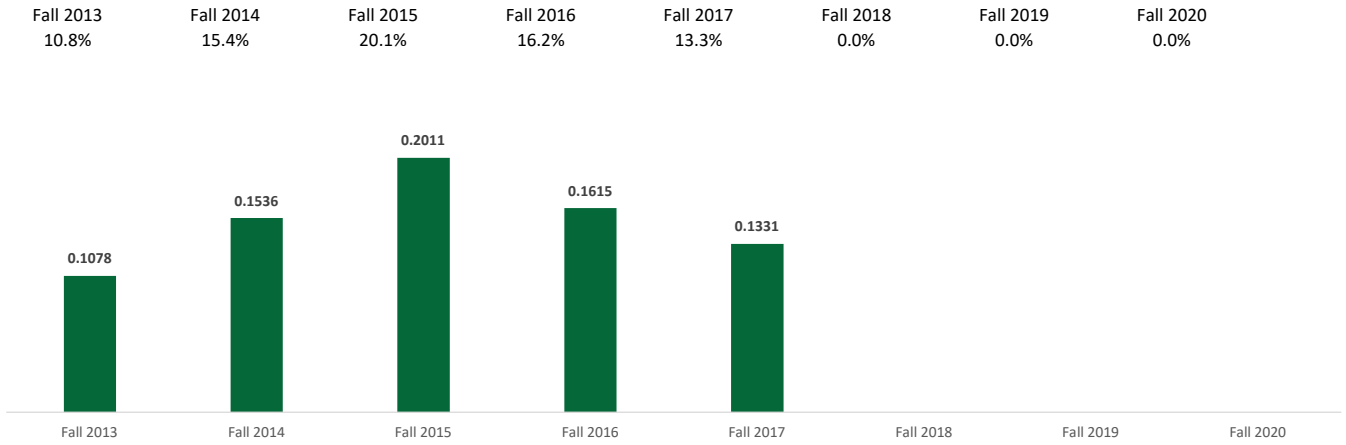
2016-17	2017-18	2018-19	2019-20	2020-21 Baseline	2023-24 Target
315	222	212	137	154	166



Progression



Progress - 5th Year



Progression Fall 2013 to Fall 2017 Comparison

	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Fall 2019	Fall 2020
2nd Year	19.6%	33.9%	32.8%	36.7%	31.9%	38.7%	37.8%	37.3%
3rd Year	12.7%	18.9%	27.6%	26.7%	20.6%	27.0%	20.5%	0.0%
4th Year	12.7%	20.4%	25.3%	24.2%	15.3%	19.8%	0.0%	0.0%
5th Year	10.8%	15.4%	20.1%	16.2%	13.3%	0.0%	0.0%	0.0%

