Plan Area	Objective	Deliverable	Benchmark	Original Deadline	Revised Deadline	FY 2023 Funding Distribution Upon Successful Completion
Board Training	Complete Association of Governing Boards (AGB) training on Foundational Aspects of Trusteeship	Summative Report	N/A	November-22	N/A	N/A
Finance	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-22	N/A	$1,200,000
Finance	Outsource or co-source the internal audit function and reinstate the externally managed tip line.	Reinstitute external tip line	N/A	November-22	N/A	N/A
Finance	Outsource or co-source the internal audit function and reinstate the externally managed tip line.	Award contract for internal auditing services	N/A	November-22	N/A	N/A
Finance	Outsource or co-source the internal audit function and reinstate the externally managed tip line.	Adopt audit plan for internal audit	N/A	December-22	N/A	N/A
Finance	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-22	N/A	$500,000
Student Success	Review the current reporting and organizational structure across student success and enrollment management	Summative report and updated organizational chart	N/A	December-22	N/A	N/A
Board Training	Make Regent attendance at the annual CPE Trusteeship conference mandatory	Board Action	N/A	January-23	N/A	N/A
Finance	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.	Month report of collection activity	Completed on time each month	January-23	N/A	N/A
Finance	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	N/A	January-23	N/A	N/A
Finance	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	N/A	January-23	N/A	N/A
Finance	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-23	N/A	N/A
Finance	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	Completed on time each month	January-23	N/A	N/A
Finance	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	Completed on time each month	January-23	N/A	N/A
Finance	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.	Clearing accounts reconciled within 14 days of end of each month	Completed on time each month	January-23	N/A	N/A
Finance	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.	Bank accounts reconciled within 14 days of end of each month	Completed on time each month	January-23	N/A	N/A

Plan Area	Objective	Deliverable	Benchmark	Original Deadline	Revised Deadline	FY 2023 Funding Distribution Upon Successful Completion
Finance	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.	Monthly closing entries posted within 14 days of end of each month	Completed on time each month	January-23	N/A	N/A
Finance	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.	Month closed by the 15th day of each month	Completed on time each month	January-23	N/A	N/A
Finance	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.	Credit card account reconciliations	Completed on time each month	January-23	N/A	N/A
Finance	Implement quarterly reporting to the Board of Regents on the President's travel, entertainment, and discretionary expenses.	Quarterly report	N/A	January-23	N/A	N/A
Finance	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	Days cash on hand minimum throughout the year of 90 (reduce cash by any accessed lines of credit)	January-23	N/A	N/A
Salary Ranges	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-23	N/A	N/A
Academic Programs	Evaluate the viability of all current academic programs	Summative Report	N/A	February-23	N/A	N/A
Board Training	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-23	Q2 - 2024	N/A
Board Training	Complete CPE-facilitated training on history of the institution as a state entity and its recent financial crisis	Training Completed	N/A	February-23	Q4 - FY 2023	N/A
Finance	Implement a formal endowment management framework	Review endowment agreements and execute new agreements where needed	N/A	February-23	Q4 - FY 2023	N/A
Finance	Implement a formal endowment management framework	Correct accounting for prior withdrawals in 2019 and 2020	N/A	February-23	Q4 - FY 2023	N/A
Finance	Implement a formal endowment management framework	Correct accounting structure in Banner for endowment accounts	N/A	February-23	Q4 - FY 2023	N/A
Finance	Implement a formal endowment management framework	Correct endowment reporting on FY 2021 and FY 2022 financial statements	N/A	February-23	Q4 - FY 2023	N/A
Finance	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-23	Q4 -FY 2023	N/A
Finance	Implement a long-range planning process to support the strategic and capital investment decision-making process.	Deferred Maintenance Schedule	N/A	February-23	Q4 - FY 2023	N/A
Finance	Implement a long-range planning process to support the strategic and capital investment decision-making process.	Asset Preservation Funding Allocation Program	N/A	February-23	Q4 - FY 2023	N/A

Plan Area	Objective	Deliverable	Benchmark	Original Deadline	Revised Deadline	FY 2023 Funding Distribution Upon Successful Completion
Salary Ranges	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-23	N/A	N/A
Salary Ranges	Review all positions at the institution, including those filled and unfilled, to determine need.	Summative Report	N/A	February-23	N/A	N/A
Salary Ranges	Identify positions that should be eliminated or reconstituted to meet the needs of the institution.	Summative Report	N/A	February-23	N/A	N/A
Finance	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.	Revise and update Business Procedures Manual	Completed on time each month	March-23	Q4 - FY 2023	N/A
Finance	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.	Statement of Revenues, Expenses and Changes in Net Position by 15th of each month (income statement)	Completed on time each month	March-23	Q4 - FY 2023	N/A
Finance	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.	Statement of Net Position by 15th of each month (cash flow and trial balance)	Completed on time each month	March-23	Q4 - FY 2023	N/A
Finance	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-23	Q4 - FY 2023	N/A
Finance	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	N/A	March-23	Q4 - FY 2023	N/A
Finance	Incorporate NACUBO FARM as a guiding document for all business procedures.	Revised business procedures document	N/A	March-23	Q4 - FY 2023	N/A
Finance	Complete software audit to identify if all purchased and licensed software is necessary and being used effectively.	Summative Report	N/A	March-23	Q2 - FY 2024	N/A
Academic Programs	Close low performing programs	Suspend programs with plan to close in CPE program inventory and teach out plan	N/A	April-23	Q4 - FY 2023	N/A
Board Training	Establish Audit and Compliance Committee and define relationship to internal auditor	Creation of New Committee	N/A	April-23	Q4 - FY 2023	
Board Training	Determine board committee structure and composition and outline the charge of each committee	Revised Committee Structure	N/A	April-23	Q1 - FY 2024	
Finance	Implement a formal endowment management framework	Review and update endowment investment policy	N/A	April-23	Q1 - FY 2024	N/A
Finance	Implement a formal endowment management framework	Conduct a review of endowment manager performance	TBD	April-23	Q1 - FY 2024	N/A
Academic Programs	Determine appropriate class sizes, approval process and pay structure for faculty overload and adjunct faculty	Summative report and updated HR policy	N/A	May-23	Q4 - FY 2023	N/A
Academic Programs	Evaluate curriculum for all non-educator preparation programs	Posted RFP and contract awarded	N/A	May-23	Q4 - FY 2023	$200,000
Academic Programs	Ensure alignment of course program plans with CPE's Academic Program Inventory and degree plan site.	Summative report and inventory/site updates	N/A	May-23	Q4 - FY 2023	N/A

Plan Area	Objective	Deliverable	Benchmark	Original Deadline	Revised Deadline	FY 2023 Funding Distribution Upon Successful Completion
Academic Programs	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-23	Q4 - FY 2023	$200,000
Academic Programs	Evaluate cost/benefit of the dual credit program	Summative report and performance improvement plan	N/A	May-23	Q4 - FY 2023	N/A
Board Training	CPE review and approve KSU new board member orientation programs per KRS 164.020(25)(c)	Orientation Program Curriculum	Peer Institutions	May-23	Q2 - FY 2024	N/A
Online programs	Utilize Gray Associates PES+ Market system to identify high demand online programs to implement	Summative report and proposal development plan	N/A	May-23	Q4 - FY 2023	N/A
Online programs	Identify a partner to provide online programs	Issue RFP and contract award	N/A	May-23	Q4 - FY 2023	$2,500,000
Policies and Procedures	Review all university policies and procedures for compliance with the Policy on Policies	Summative Report	N/A	May-23	Q2 - FY 2024	N/A
Salary Ranges	Establish descriptions for all positions including any qualifications requirements and an outline of duties and responsibilities.	Summative Report	N/A	May-23	Q4 - FY 2023	N/A
Student Academic Progress	Develop a system to manage institution-wide and program/departmental student cohorts	Summative report and Implementation Plan	N/A	May-23	Q4 - FY 2023	N/A
Student Success	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	Participation in James Graham Brown Grant Project.	N/A	May-23	Q4 - FY 2023	N/A
Student Success	Redesign first-year experience course	Summative report and Implementation and Training Plan	N/A	May-23	Q4 - FY 2023	N/A
Student Success	Develop and improve processes around opening of term	Summative report and Implementation Plan	N/A	May-23	Q4 - FY 2023	N/A
Academic Programs	Determine number of faculty needed for each program	Summative report	N/A	June-23	Q4 - FY 2023	N/A
Academic Programs	Evaluate potential new program offerings	Summative Report and proposal development plan	N/A	June-23	Q4 - FY 2023	N/A
Board Training	Develop with CPE financial oversight training modules for Regents	Training Modules	N/A	June-23	Q1 - FY 2024	N/A
Finance	Evaluate and revise internal budgetary controls and provide a quarterly budget to actual report to the Board of Regents.	Audit of all contracts to determine institutional need.	Summative Report	June-23	Q1 - FY 2024	N/A
Finance	Implement a formal endowment management framework	Report on Fundraising Efficiency	Fundraising Efficiency Ratio Improving	June-23	Q2 - FY 2024	N/A
Finance	Review endowment performance and develop related management metrics.	Summative report	N/A	June-23	Q2 - FY 2024	N/A
Policies and Procedures	Review and revise The K-Book, The Kentucky State University Student Handbook	Revised Policy	N/A	June-23	Q2 - FY 2024	N/A
Policies and Procedures	Review and revise The Gold Book, Bylaws of Kentucky State University	Revised Policy	N/A	June-23	Q2 - FY 2024	N/A
Student Success	Evaluate the athletics programming and structure	Summative report	N/A	June-23	Q1 - FY 2024	N/A
Academic Programs	Evaluate course offering schedule and program degree plans to maximize efficiency	Summative report and updated course offering schedule	N/A	July-23	Q1 - FY 2024	N/A

Plan Area	Objective	Deliverable	Benchmark	Original Deadline	Revised Deadline	FY 2023 Funding Distribution Upon Successful Completion
Finance	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.	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-23	Q2 - FY 2024	N/A
Salary Ranges	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-23	Q2 - FY 2024	N/A
Salary Ranges	Establish salary and benefit guidelines for all faculty, staff, and administrator positions using other Kentucky institutions and peer institutions for comparison.	Contract for salary range and benefit study	Peer institutions/KY institutions	N/A	Q4 - FY 2023	$150,000
Student Success	Develop a coordinated enrollment management function and plan	Summative report and Implementation Plan	N/A	July-23	Q2 - FY 2024	N/A
Finance	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-23	Q1 - FY 2024	N/A
Finance	Encourage attendance at CBMI for pertinent staff.	Registration and report of attendance	N/A	September-23	Q1 - FY 2024	$50,000
Finance	Complete Banner optimization project and ADP to Banner Transition.	Completed optimizations by module	N/A	September-23	Q2 - FY 2024	N/A
Student Academic Progress	Improve retention rate first fall (2022) to second fall (2023)	N/A	75%	September-23	Q2 - FY 2024	N/A
Finance	Complete Banner optimization project and ADP to Banner Transition.	Summative report on necessary optimizations	N/A	November-23	Q2 - FY 2024	N/A
Academic Programs	Utilize evaluation tool to determine efficiency of each degree plan	Summative Report and Program Modification plan	N/A	December-23	Q2 - FY 2024	N/A
Finance	Develop a campus master plan and a 3- and 5-year capital project plan focused on asset preservation.	Campus Master Plan	N/A	December-23	Q2 - FY 2024	N/A
Student Success	Establish a cross-training expectation and succession planning	Summative report and Implementation Plan	N/A	December-23	Q2 - FY 2024	N/A
Academic Programs	Evaluate and improve Credit for Life process	Summative report and Policy update and training	N/A	January-24	Q2 - FY 2024	N/A
Board Training	Create a Regent professional development policy and plan	Completed Policy	N/A	January-24	Q3 - FY 2024	N/A
Board Training	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-24	Q3 - FY 2024	N/A
Board Training	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-24	Q3 - FY 2024	N/A
Finance	Complete Banner optimization project and ADP to Banner Transition.	Completed transition from ADP to Banner payroll module	N/A	January-24	Q3 - FY 2024	N/A
Finance	Implement an enterprise risk management process to identify, evaluate, and mitigate key risks facing the institution and higher education industry, including strategic, operational, financial, and compliance risks.	Create BOR committee for enterprise risk management or assign to existing committee	N/A	January-24	Q3 - FY 2024	N/A
Online programs	Determine operating structure for a distinct online subsidiary	Summative report and implementation plan	N/A	January-24	Q3 - FY 2024	N/A

Plan Area	Objective	Deliverable	Benchmark	Original Deadline	Revised Deadline	FY 2023 Funding Distribution Upon Successful Completion
Policies and Procedures	Review and revise The Faculty Handbook	Revised Policy	N/A	January-24	Q3 - FY 2024	N/A
Policies and Procedures	Review and revise Human Resources Policy Manual	Revised Policy	N/A	January-24	Q3 - FY 2024	N/A
Salary Ranges	Adjust current salaries shall be adjusted to conform with new guidelines.	List of all employees, title, salary, and adjustments (if any)	N/A	January-24	Q3 - FY 2024	N/A
Salary Ranges	Evaluate the current organizational structure of KSU	Summative Report	Peer institutions/KY institutions	January-24	Q3 - FY 2024	N/A
Academic Programs	Evaluate and revise (if necessary) high DFW courses	Summative Report and curriculum and/or syllabus revision	N/A	March-24	Q4 - FY 2024	N/A
Academic Programs	Evaluate Governmental Services Center (KRS 164.357) function and make recommendations to revise and revamp program	Posted RFP and contract awarded	N/A	March-24	Q4 - FY 2024	N/A
Finance	Implement an enterprise risk management process to identify, evaluate, and mitigate key risks facing the institution and higher education industry, including strategic, operational, financial, and compliance risks.	Summative report	N/A	March-24	Q3 - FY 2024	N/A
Academic Programs	Align course offerings with general education SLOs and KY Graduate Profile	Update student learning outcomes as necessary	N/A	May-24	Q4 - FY 2024	N/A
Student Academic Progress	Implement a predictive analytics model to develop a student recruitment profile and early warning system	Summative report and Implementation Plan	N/A	May-24	Q4 - FY 2024	N/A
Student Success	Evaluate the effectiveness of the pre-college academy, University College, and overall advising model	Summative report	N/A	May-24	Q4 - FY 2024	N/A
Student Success	Evaluate the use of a case management model for student success and enrollment management	Summative report	N/A	May-24	Q4 - FY 2024	N/A
Board Training	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-24	Q4 - FY 2024	N/A
Finance	Evaluate all established Centers (Atwood, CREED, etc.) for cost/benefit.	Summative report	N/A	June-24	Q4 - FY 2024	N/A
Policies and Procedures	Create and promote a policy bank on KSU's website	Updated web page	N/A	June-24	Q4 - FY 2024	N/A
Salary Ranges	Revise institutional organizational chart to reflect changes	Revised Organizational Chart	N/A	June-24	Q4 - FY 2024	N/A
Student Academic Progress	Improve Fall 2023 cohort progression rate	N/A	70% of the fall cohort earn 30 credit hours and return in the fall semester	June-24	Q4 - FY 2024	N/A
Academic Programs	Review current QEP and determine effectiveness and fidelity of implementation	Summative report	N/A	July-24	Q1 - FY 2025	N/A
Student Academic Progress	Conduct a campus climate survey	Summative report and Improvement Plan	N/A	August-24	Q1 - FY 2025	N/A
Board Training	Adopt recommended changes to ensure optimal alumni/community/corporate engagement, fundraising, and stewardship of gifts.	Board Policy	N/A	January-25	Q2 - FY 2025	N/A
Academic Programs	Review institutional effectiveness office	Summative report	N/A	May-25	Q4 -FY 2025	N/A
Online programs	Implement innovative evaluation of online learning quality	Summative report	N/A	May-25	Q4 -FY 2025	N/A
Policies and Procedures	Create and implement a Standard Operating Procedures (SOP) manual in each business area	Completed manuals and summative report	N/A	May-25	Q4 -FY 2025	N/A

Plan Area	Objective	Deliverable	Benchmark	Original Deadline	Revised Deadline	FY 2023 Funding Distribution Upon Successful Completion
Student Success	Complete a comprehensive, programmatic evaluation of the 2+2 advising model	Summative report	N/A	May-25	Q4 -FY 2025	N/A
Student Academic Progress	Establish 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-25	Q1 - FY 2026	N/A
Finance	Evaluate and revise internal budgetary controls and provide a quarterly budget to actual report to the Board of Regents.	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
Finance	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
Board Training	Participate in the AGB/Gardner Institute Governing Board Equity in Student Success Project	Participation Confirmation	N/A	Ongoing		N/A
Board Training	Set regular meeting calendar annually for both the full board and board committees.	Calendar	N/A	TBD		N/A
Policies and Procedures	Review all other policies and procedures and revise for content	Revised Policies	N/A	TBD		N/A
Student Success	Improve support for student mental health	Participate in the Jed Foundation Program and provide Mental Health First Aid training	N/A	N/A	Q4 - 2023	$100,000
Student Success	Create a sustainable Summer Bridge Program for potentially at-risk incoming freshman	Detailed Summer Bridge Program plan and budget	N/A	N/A	Q4 - 2023	$100,000