

TITLE: Modifications to the Kentucky State University Management Improvement Plan

RECOMMENDATION: Staff recommend the Council approve the proposed modifications to the Kentucky State University Management Improvement Plan in accordance with HB 250 (2022).

PRESENTER: Travis Powell, Vice President and General Counsel

SUPPORTING INFORMATION

In the process of completing of the first quarterly report for the Kentucky State University (KSU) Management Improvement Plan and engaging with KSU during this first reporting period, CPE staff recognized the need for modifications to the Plan and therefore makes the following recommended Plan amendments:

- Extend monthly close out and monthly clearing of accounts from one week to two weeks after month's end. After speaking with the KSU Controller, CPE staff concurs that this deadline is more feasible from a workload perspective, increases the probability of a more accurate close, and is still consistent with industry standard.
- Modify the Deliverable for the following Objective: 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. The current Deliverable requires the issuance of an RFP for these services, however through CPE KSU has been awarded a \$260,000 grant from the James Graham Brown Foundation. As part of that grant, KSU will agree to be part of a project scope which outlines student first-year experience and transitional support, academic and career advising, and staff and student leadership development. As such, an RFP is no longer needed. The structure for this initiative is in the process of completion and it slated to be full initiated by the end of the fourth quarter of 2023.
- Move Deadlines to a Quarterly Schedule. The attached spreadsheet outlines the revisions to Deliverable deadlines. Those revisions are based on the conversion to a quarterly deadline schedule to align with the reporting cycle and allow for more flexibility and planning for completing deliverables with a quarterly window. Other changes have also been made due to:
 - Deliverables due or past due not being fully implemented;

- Reconsideration of future deliverable due dates based on various reasons, including but not limited the upcoming compressed schedule for the board in choosing a permanent president and current institutional capacity.

In addition, CPE has yet to obligate \$500,000 of the \$5,000,000 appropriated for KSU incentives in FY 2023. As such, CPE staff recommends the following modifications to the Plan to allocate those remaining funds:

- Curriculum Design - \$100,000 (add)

The MIP includes a curriculum evaluation requirement for all programs minus educator preparation which is addressed in its own Objective and Deliverable. This evaluation will determine what elements of the curriculum should be redesigned to improve the academic quality of program offerings at KSU and improve student progress measures (e.g. retention, progression, and time to degree). Initially, the MIP allocated \$100,000 of funding for this project and the additional funding will assist in covering the expense, which could even exceed the \$200,000 allocation.

- Salary Study - \$150,000

This MIP objective requires that KSU establish guidelines for salary ranges and benefits for all faculty, staff, and administrators. To that end, through an RFP process KSU has engaged with Gallagher Human Resources and Compensation Consulting. Gallagher is charged with facilitating many of the objectives in the MIP including salary and benefit guidelines, position descriptions and qualifications, and analyzing institutional staffing needs. KSU has limited funding for this project and incentive funding will cover 75% of this important evaluation to allow KSU to be consistent, competitive, and within budget in their salary offerings. Entering into a contract for the study will be added as a Deliverable under the existing objective.

- Summer Bridge - \$100,000

The following Objective and Deliverable has been added under the Student Success Plan area:

- **Objective:** Create a sustainable Summer Bridge Program for potentially at-risk incoming freshman.
- **Deliverable:** Detailed Summer Bridge Program plan and budget.

The KSU Accelerate summer bridge program 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; thus, improving the transition into gateway coursework impacting retention, progression, and minimizing time to degree. This program is critical for incoming freshmen as these students spent a significant portion of their high school tenure learning remotely. The residential bridge program is designed as a two-week, intensive pre-orientation and academic immersion

experience targeted to academically underprepared students in English, math, and/or reading. The funding will assist KSU in achieving the student academic progress KPIs outlined in the MIP and statewide strategic agenda. This funding enables 50 students to participate in the program for FY24 and FY25.

- Student Mental Health - \$100,000

The following Objective and Deliverable to be added under the Student Success Plan area:

- **Objective:** Improve support for student mental health
- **Deliverable:** Participate in the Jed Foundation Program and provide Mental Health First Aid training.

CPE's Kentucky Student Success Collaborative is facilitating a partnership between Kentucky public college and university campuses and the JED Foundation. JED Campus is a nationwide initiative of The Jed Foundation (JED) designed to guide schools through a collaborative process of comprehensive systems, program, and policy development with customized support to build upon existing student mental health, substance use, and suicide prevention efforts. JED Campus schools embark on a strategic partnership with JED that assesses and enhances existing work and helps to create positive, lasting, systemic change in the campus community. In light of recent events, it is timely and necessary. Moreover, the remaining funding will be used to provide Mental Health First Aid (MHFA) training for campus staff, faculty, administrators, and student leaders.

- College Business Management Institute (CBMI) - \$50,000

The CPE Financial Assessment completed in November 2021 and the recently completed APA Special Examination outlined the deficiencies in the business operations at KSU. CBMI offers an intensive course of study in business and financial management for administrators of colleges and universities. CBMI is designed to provide participants with an overview of current issues and procedures applicable to institutions of higher education large and small, public and private.

The MIP currently encourages attendance at CBMI for finance staff. It is recommended that this be expanded to include business operations, human resources, and institutional advancement staff and provide funding for attendance upon the revised deliverable of staff registration.