

KSU Management Improvement Plan Quarterly Report

CPE Board Meeting
March 31, 2023

Travis Powell
Vice President and General Counsel
Dr. Stephanie Mayberry
Senior Director for KSU Relations
Kentucky Council on Postsecondary Education



Management Improvement Plan (MIP) Progress

- Following the November 2022 adoption of the Kentucky State University Management Improvement Plan (MIP), KSU administration immediately began working to meet the objectives of the plan.
- Effective March 15, 2023, CPE engaged with Moss Adams LLP as an external third-party evaluator. While this report has been solely prepared by CPE staff, future reports will be prepared in conjunction with Moss Adams providing independent assessment on KSU's progress toward the completion of Deliverables.

MIP Report Measures

- Within the MIP, Objective Deliverables include, but are not limited to, both summative and monthly reports, awarded contracts, and information verified from KSU's accounting system. Each Objective Deliverable displays a result of Implemented, Partially Implemented, Not Implemented or Undetermined as defined below.

Implemented: KSU fully implemented the objectives through March 30, 2023

Partially Implemented: Steps toward implementation were noted through March 30, 2023; however, KSU deliverable exceptions were identified.

Not Implemented: Evidence of implementation or steps towards implementation by KSU was not available through March 30, 2023.

Undetermined: Implementation could not be determined or unverifiable implementation evidence.

MIP Report Information

This report covers progress on MIP Objectives and related Deliverables from November 2022 through March 30, 2023. Although there were objectives with deadlines in November and December 2022, there were very few to provide an overarching snapshot of progress. The late 2022 objectives are included in this report. This reporting period includes sixteen (16) objectives and thirty-five (35) related deliverables across five of the eight elements of the MIP.

Element 2-Salary Ranges and Benefits

Objective	Deliverable	Result
Establish a master position list and develop protocols for adding and subtracting positions to and from the list	Master Position List and Modification Policy	Implemented
Review all currently offered benefits, vacation, sick leave, and holiday policies at other Kentucky institutions competitiveness and consistency	Summative Report	Implemented
Review all positions at the institution, including those filled and unfilled, to determine need	Summative Report	Not Implemented
Identify positions that should be eliminated or reconstituted to meet the needs of the institution	Summative Report	Not Implemented

Element 3-Board Member Training and Development

Objective	Deliverable	Result
<p>Complete Association of Governing Boards (AGB) training on Foundational Aspects of Trusteeship</p>	<p>Summative Report</p>	<p>Implemented</p>
<p>Make Regent attendance at the annual CPE Trusteeship conference mandatory</p>	<p>Board Action</p>	<p>Implemented</p>
<p>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</p>	<p>Summative Report</p>	<p>Partially Implemented</p>

Element 4-Academic Program Offerings

Objective	Deliverable	Result
Evaluate the viability of all current academic programs	Summative Report	Implemented

Element 5-Accounting and Fiscal Reporting

Objective	Deliverable	Result
Outsource or co-source the internal audit function and reinstate the externally managed tip line	Award contract for internal auditing services	Implemented
	Adopt audit plan for internal audit	Implemented
	Reinstitute external tip line	Partially Implemented
Implement a long-range planning process to support the strategic and capital investment decision-making process	Contract for custodial, grounds, and facilities management	Implemented

Element 5-Accounting and Fiscal Reporting (con't)

Objective	Deliverable	Result
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 collection activity	Partially Implemented
	Executed student financial responsibility agreement	Partially Implemented
	Revised collection policy	Partially Implemented
Evaluate and revise internal budgetary controls and provide quarterly budget to actual report to the Board of Regents	Monthly budget to actual reports	Partially Implemented
	Budget projection prepared monthly	Partially Implemented

Element 5-Accounting and Fiscal Reporting (Cont'd)

Objective	Deliverable	Result
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	Partially Implemented
	Bank accounts reconciled within 14 days of each month	Partially Implemented
	Monthly closing entries posted within 14 days of end of each month	Implemented
	Month closed by the 15 th day of each month	Implemented
	Credit card account reconciliations	Partially Implemented

Element 5-Accounting and Fiscal Reporting (Cont'd)

Objective	Deliverable	Result
<p>Implement quarterly reporting to the Board of Regents on the President’s travel, entertainment, and discretionary expenses</p>	<p>Quarterly Report</p>	<p>Partially Implemented</p>
<p>Develop appropriate policies and procedures governing the key functions of treasury management including cash management, operating investment management, debt management, and internal loans.</p>	<p>Annual cash flow projection</p>	<p>Partially Implemented</p>
<p>Complete software audit to identify if all purchased and licensed software is necessary and being used effectively</p>	<p>Summative Report</p>	<p>Partially Implemented</p>

Element 6-Student Success

Objective	Deliverable	Result
Review the current reporting and organizational structure across student success and enrollment management	Summative Report and updated organizational chart	Implemented