KENTUCKY COUNCIL ON POSTSECONDARY EDUCATION BUSINESS MEETING

March 31, 2023 – 9:30 a.m. ET
Eastern Kentucky University, Powell Student Center, Rm 219

*indicates action item

C. Committee Appointments

X. Campus Good News Reports

XI. Other Business

XII. Adjournment
Next Meetings: June 8-9, 2023 @ Cumberland Falls State Park

DRAFT MINUTES
Council on Postsecondary Education

Type: Work Session
Date: January 26, 2023
Time: 2:00 p.m. ET
Location: KCTCS Offices, 300 N. Main Street, Versailles, KY 40383

WELCOME REMARKS

The Council on Postsecondary Education met in a work session on Thursday, January 26, 2023, at 2:00 p.m., ET. The meeting occurred in Conference Room A of the KCTCS offices in Versailles, Kentucky. Acting Chair Eric Farris presided.

ATTENDENCE

Council Members attendance:
- In Person: CB Akins, Jacob Brown, Jennifer Collins, Kellie Ellis, Meredith Figg, Karyn Hoover, Garrison Reed, LaDonna Rogers, Madison Silvert, Elaine Walker, Kevin Weaver.
- By teleconference: Eric Farris, Faith Kemper, Connie Smith
- Did not attend: Muhammad Babar.

CPE President Aaron Thompson served as Secretary of the board, per the CPE Bylaws. Ms. Heather Faesy, CPE's senior associate for Board Relations, served as recorder of the meeting minutes.

STRATEGIC DISCUSSION WITH EASTERN KENTUCKY UNIVERSITY

President David McFaddin provided the Council with an institutional update on Eastern Kentucky University (EKU). The update focused on the EKU's key strategies for each of the strategic priorities of the new statewide agenda as well as the baseline data and 2023-24 targets for the key performance indicators. President McFaddin also discussed specific strategies, initiatives, and activities taking place to provide a long-standing impact in the eastern region of the state – whether its in agriculture, medical, or other fields – as well as the institution's work with the adult population to prepare them for the knowledge-based economy.

STRATEGIC DISCUSSION – FOCUS ON SUCCESS

The 2022-30 Statewide Strategic Agenda, "Higher Education Matters," is a blueprint for accelerating change and improvement in Kentucky's public postsecondary system. Equity is a cross-cutting focus of the agenda, and it identifies five specific strategic priorities: Affordability, Transitions, Success, Talent, Value.

The Council engaged in a conversation with CPE staff members on the Success priority, in which the goal is to ensure more students earn high-quality degrees and credentials. The objectives of this priority are:
- Objective 5: Increase persistence in and timely completion of postsecondary programs.
- Objective 6: Maximize transfer of academic and experiential credit.
- Objective 7: Ensure academic offerings are high-quality, relevant and inclusive.

Presenting staff included:
- Ms. Lee Nimocks, Sr. Vice President and Chief of Staff.
- Mr. Travis Muncie, Executive Director of Data, Research and Advanced Analytics.
- Dr. Melissa Bell, Vice President of Academic Excellence and Student Success
- Dr. Lilly Massa-McKinley, Executive Director of the Kentucky Student Success Collaborative
- Dr. Janna Vice, Senior Fellow

Data reviewed included the key performance indicators (KPI) of undergraduate degrees and credentials awarded at both 4-year and 2-year institutions, the 6-year and 3-year graduation rates, the KCTCS to 4-year transfer rate, and the retention rates of the 4-year and 2-year institutions.

Staff discussed state-level strategies and actions taking place in order to achieve the KPI data targets discussed. These included the work of the Kentucky Student Success Collaborative, the Kentucky Graduate Profile Academy, and CPE's work to update the statewide transfer strategy.

CLOSING OF THE WORK SESSION

The Council adjourned the work session at 3:45 p.m.

MINUTES REVIEWED AND APPROVED BY THE COUNCIL: _____

DRAFT MINUTES
Council on Postsecondary Education

Type: Joint Meeting of the Council on Postsecondary Education, Institutional Presidents, and the Board of Student Body Presidents
Date: January 26, 2023
Time: 4:00 p.m. ET
Location: KCTCS Offices, 300 N. Main Street, Versailles, KY 40383

WELCOMING & CALL TO ORDER

The Council on Postsecondary Education, Institutional Presidents, and the Board of Student Body Presidents met in a joint meeting on Thursday, January 26, 2023, at 4:00 p.m., ET. The meeting occurred in Conference Room A of the KCTCS offices in Versailles, Kentucky. Acting Chair Eric Farris presided.

ATTENDENCE

Council Members attendance:
- In Person: CB Akins, Jacob Brown, Jennifer Collins, Kellie Ellis, Meredith Figg, Karyn Hoover, Garrison Reed, LaDonna Rogers, Madison Silvert, Elaine Walker, Kevin Weaver, Commissioner Jason Glass.
- By teleconference: Eric Farris, Faith Kemper, Connie Smith
- Did not attend: Muhammad Babar

Advisory Council of Presidents attendance:
- In Person: David McFaddin (EKU); Ronald Johnson (KSU); Jay Morgan (MoSU); Robert Jackson (MuSU); Bonita Brown (NKU); Eli Capilouto (UK); Douglas Craddock, delegate for Lori Gonzalez (UL); and Tim Caboni (WKU); Mason Dyer (AIKCU)
- Did not attend: Paul Czarapata (KCTCS)

Board of Student Body Presidents attendance:
- In Person: Paige Murphy (EKU); Savion Briggs (KSU); Chloe Marstiller (MOSU); Ellie McGowan (MUSU); Daniel Myers (NKU); Andrew Laws (UK); Dorian Brown (UL); Cole Bornefield (WKU); Brittanie Bogard (KCTCS); Richard Smith (KCTCS).

CPE President Aaron Thompson served as Secretary of the board, per the CPE Bylaws. Ms. Heather Faesy, CPE's senior associate for Board Relations, served as recorder of the meeting minutes.

DISCUSSION

An agenda was distributed for the meeting, but no action was taken. Discussion topics included how Kentucky can better prepare students and families for the transition from high school to college, how campuses can expand mental health services to ensure students feel supported to persist through the attainment of their degree, and how students can best advocate for their legislative priorities during the 2023 session.

ADJOURNMENT

The meeting adjourned at 6:00 p.m. ET.

MINUTES REVIEWED AND APPROVED BY THE COUNCIL: _____

<div align="center">
DRAFT MINUTES
Council on Postsecondary Education
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Type: Work Session
Date: January 27, 2023
Time: 9:30 a.m. ET
Location: KCTCS Offices, 300 N. Main Street, Versailles, KY 40383

WELCOME REMARKS

The Council on Postsecondary Education was scheduled to hold a business meeting on Friday, January 27, 2023, at 9:30 a.m., ET. Due to weather conditions and several members unable to arrive by that time, the meeting was called to order at 9:55 a.m., ET. The meeting occurred in Conference Room A of the KCTCS offices in Versailles, Kentucky. Acting Chair Eric Farris presided.

ATTENDENCE

Council Members attendance:
- In Person: CB Akins, Jacob Brown, Jennifer Collins, Meredith Figg, Karyn Hoover, Garrison Reed, LaDonna Rogers, Madison Silvert, Elaine Walker, Commissioner Jason Glass.
- By teleconference: Muhammad Babar, Eric Farris, Faith Kemper
- Did not attend: Kellie Ellis, Connie Smith, Kevin Weaver

CPE President Aaron Thompson served as Secretary of the board, per the CPE Bylaws. Ms. Heather Faesy, CPE's senior associate for Board Relations, served as recorder of the meeting minutes.

OATH OF OFFICE

Notary Public, Heather Faesy, administered the oath of office for new Council members, Jennifer Collins of London, Meredith Figg of Beaver Dam, and LaDonna Rogers of Glasgow.

PROPOSED COUNCIL RESOLUTIONS

The Council approved resolutions for outgoing Council members Lori Harper, Lucas Mentzer, and Richard Nelson for his support and service to the Council on Postsecondary Education and the Commonwealth of Kentucky.

APPROVAL OF THE MINUTES

The minutes of the November 18, 2022, meetings, were approved as distributed.

NOMINATING COMMITTEE – REPORT AND ACTION ITEM

Committee Chair Karyn Hoover presented the Nominating Committee Report. After seeking out nominations and expressions of interest, the Committee has unanimously agreed to nominate Madison Silvert for Chair and Eric Farris for re-election as Vice Chair.

MOTION: The Nominating Committee recommendation of approval served as the motion. A second was not needed.

VOTE: The motion passed.

Chair Silvert began his position immediately and presided over the rest of the meeting.

CPE PRESIDENT REPORT

President Aaron Thompson provided his written report in the board materials. He provided additional comments regarding the upcoming 2023 Student Success Summit, recent organizational changes at CPE, and the staff's extensive work on student basic needs and transfer grants.

President Thompson and Jennifer Fraker, CPE's Legislative Liaison, also discussed key bills under consideration during the 2023 Legislative Session.

REPORT FROM KENTUCKY DEPARTMENT OF EDUCATION

Commissioner Jason Glass provided an update on how the communities impacted by natural disasters over the past year, current low attendance rates due wide-spread illness in the counties, and P-12-related bills filed during the 2023 legislative session.

AMENDMENT TO KENTUCKY STATE UNIVERSITY MANAGEMENT PLAN

Travis Powell, CPE's Vice President and General Counsel, presented the proposed amendments to the Kentucky State University Management Plan. The original plan was adopted by the Council at its October 31, 2022, meeting.

- Addition of $1.2 million in FY2023 to support the initiative to increase facilities standards and pay an unbudgeted expenditure of $676,507.23 for an energy

savings performance contract payment requires that KSU seek additional resources to support facilities.

- Addition to the KSU Management Improvement Plan "Plan Evaluation" section to outline how funds will be transferred upon successful completion of deliverables or achieving benchmarks:
  - Upon successful completion of deliverables, or achieving benchmarks, that result in the distribution of funds, CPE shall enter into memoranda of agreement with KSU to facilitate the transfer the designated funds.   The MOA shall outline the terms and conditions for distribution of funds, which may include but shall not be limited to, invoicing and expenditure justification, project reporting requirements, and XXX. CPE shall be provided full access to any vendors engaged through the funding provided in order to help ensure the successful completion of the underlying objective.

MOTION: Mr. Farris moved the Council approve the recommended amendments to the Kentucky State University Management Plan. Ms. Walker seconded the motion.

VOTE: The motion passed.

ACADEMIC AND STRATEGIC INITIATIVES COMMITTEE – REPORT & ACTION ITEMS

Karyn Hoover, member of the Academic and Strategic Initiatives (ASI) Committee, presented its report and recommendations for approval by the Council.

The Academic and Strategic Initiatives Committee met on January 24, 2022. At the meeting, the Committee members received an insider look at the Affordable Learning Kentucky initiative of the Kentucky Virtual Library and reviewed the drafted statewide transfer policy that focuses on improvements to transfer, credit mobility, and recognition of learning.

The Committee also reviewed and approved a revised Academic Program Review Policy for KCTCS's two-year institutions. The process ensures that the academic programs being offered are consistent with the state's priorities and that public resources are used efficiently for the greater good of the Commonwealth. The process presented focused on the following elements: (1) centrality to institutional mission and statewide goals; (2) academic quality; (3) student success, and (4) program outcomes and impact.

MOTION: The Academic and Strategic Initiatives Committee recommendation of approval of the revised Academic Program Review Policy for KCTCS's two-year institutions served as the motion. A second was not needed.

VOTE: The motion passed.

FINANCE COMMITTEE – REPORT

Chair Silvert presented the report from the Finance Committee, which met on January 24, 2023. At the meeting, the Committee members discussed the 2023-24 tuition-setting process and presented a preliminary timeline as well as reviewed the current Tuition and Mandatory Fee Policy. They also discussed the 2023 performance funding model review, which officially kicked off on Wednesday, January 25, 2023 with the first meeting of the Postsecondary Education Working Group.

EXECUTIVE COMMITTEE – REPORT & ACTION ITEMS

Chair Silvert presented the report and recommendations made by the Executive Committee at its January 27, 2023, morning meeting.

At the meeting, the Committee reviewed and approved the proposed 2023-24 meeting dates of the Council and received and accepted the results of the fiscal year 2022 audit. The auditor's report stated the financial statements were presented fairly, that accounting principles were followed correctly, and that no deficiencies in internal control that they consider to be material weaknesses were detected.

MOTION: The Executive Committee's approval of the 2023-24 meeting dates, and the acceptance of the fiscal year 2022 audit served as the motion. A second was not needed.

VOTE: The motion passed.

COMMITTEE ON EQUAL OPPORTUNITIES

Ms. Walker, chair of the Committee on Equal Opportunities, presented the Committee's report. The Committee met on January 23, 2023 and they received an overview on the effects of economic inflation at our state's institutions, development updates at Kentucky State University, and an overview of the CPE Strategic Agenda focus area of Talent. They also discussed the Institutional Diversity Plan Report Evaluation Process noting that institutions will be submitting their reports on March 1, 2023 and received a preliminary report on best practices and lessons learned from the annual reporting of the institutional diversity strategies review process. Finally, they received a preliminary set

of recommendations for revisions to the policy and report evaluation process, which will be considered at a future meeting.

DATA AND RESEARCH UPDATE

CPE staff presented the highlights from the 2021-22 Total Degrees and Credentials Report, provided a preview of the Fall 2022 Enrollment Report, and discussed ongoing and upcoming research projects. Presenting staff included: Travis Muncie, Executive Director; Dr. Chris Ledford, Associate Director; and Blake Nantz, Senior Associate.

CAMPUS GOOD NEWS REPORTS

Reports from the institutions were provided in the agenda materials.

OTHER BUSINESS

Chair Silvert made the following committee appointments:

- To the 2023 Executive Committee: Madison Silvert as chair, Eric Farris as vice chair, Karyn Hoover, and Kellie Ellis. A fifth member will be identified and appointed later.
- Karyn Hoover was appointed chair of the Academic and Strategic Initiatives Committee
- Eric Farris was appointed chair of the Finance Committee.

ADJOURNMENT

The Council adjourned the work session at 11:40 a.m.

MINUTES REVIEWED AND APPROVED BY THE COUNCIL: _____

TITLE: Proposed Council Resolution

RECOMMENDATION: One Council resolution will be presented for approval.

PRESENTER: Madison Silvert, Council Chair

SUPPORTING INFORMATION

Periodically, the Council recognizes certain individuals for their support of and service to postsecondary education in Kentucky.

At the meeting, a resolution for Sue Patrick, CPE's Executive Director of Communications, will be proposed for approval by the Council.

A RESOLUTION HONORING AND COMMENDING

SUE PATRICK

for his service to the Council on Postsecondary Education
and the Commonwealth of Kentucky

WHEREAS, Sue Patrick has served as chief communications officer at the Council on Postsecondary Education for over twenty years; and

WHEREAS, Sue has ably juggled multiple responsibilities in that role, from media spokesperson, to marketing director, to social media guru; and
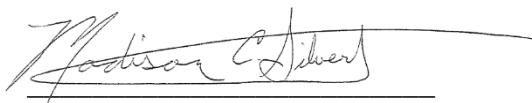
WHEREAS, Sue has executed several award-winning campaigns, such as Project Graduate and KnowHowToGo, that raised awareness of the transformative power of postsecondary education for Kentuckians of any age or circumstance; and

WHEREAS, Sue has enhanced CPE's brand and its recognition, credibility and trust among key audiences; and
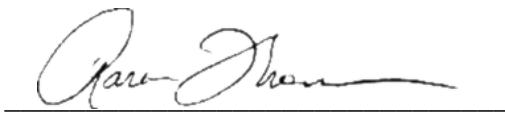
WHEREAS, Sue has built invaluable relationships with campus public relations officers, who have contributed in meaningful ways to our communication strategies and messages; and

WHEREAS, Sue has been a dedicated and devoted parent and grandparent, a supportive mentor, and a beloved colleague and friend;

NOW, THEREFORE, BE IT RESOLVED, that the Council on Postsecondary Education does hereby adopt this resolution March 31, 2023, for Sue Patrick, congratulating her on her retirement, thanking her for her service, and wishing her luck and good fortune as she embraces new opportunities.

_____   _____
Madison Silvert, Chair   Aaron Thompson, Ph.D., President

TITLE: Report from CPE President Aaron Thompson

DESCRIPTION: President Thompson will highlight specific initiatives during his report to the Council. This written report serves as his official report for March 31, 2023.

PRESENTER: Dr. Aaron Thompson, CPE President

Online Toolkit - The Kentucky Advising Academy (KAA), a CPE initiative, launched a first-of-its-kind online resource for postsecondary advisors. The College and Career Advising Toolkit is a comprehensive collection of tools, information and resources, which will serve as a hub for advisors across the Commonwealth. Topics covered include career exploration, financial aid, financial literacy, postsecondary opportunities, reducing summer melt and leveraging data in advising. The data section provides advisors with timely, statewide data on everything from FAFSA completion rates to schools' academic performance to dual credit statistics.

College and Career Pathways– CPE will lead a new national initiative known as "Launch: Equitable & Accelerated Pathways for All." The program will expand access to high-quality and equitable college and career pathways for all learners. CPE is collaborating with 10 state partners, including the Kentucky Department of Education, Commerce Lexington, Inc., Kentuckiana Works, Kentucky Center for Statistics, Kentucky Chamber of Commerce, Kentucky Community and Technical College System, Kentucky Education and Labor Cabinet, Fayette County Public Schools, Jefferson County Public Schools and Shelby County Public Schools. This effort is supported by the following national organizations: Advance CTE, Education Strategy Group, Excel*in*Ed, Jobs for the Future (JFF) and New America, with support from the Annie E. Casey Foundation, Bill & Melinda Gates Foundation, Bloomberg Philanthropies, Carnegie Corporation, Joyce Foundation, and the Walton Family Foundation.

Summer Bridge Program Awards: CPE awarded a third round of funding for summer bridge programs at Kentucky colleges and universities totaling $1.2 million. Twenty-three campuses will receive grants of up to $50,000 to fund programs for incoming students to improve their academic and emotional readiness for college. The initiative is

supported by American Rescue Plan funds provided to CPE by the Kentucky Department of Education.

New ALDI Cohort Named – CPE announced the fifth cohort of its Academic Leadership Development Institute (ALDI) program, which prepares minority faculty and staff members for leadership roles in Kentucky higher education. ALDI is a year-long leadership development program that builds the skills of early career, underrepresented minority faculty and staff who are on track for professional advancement. Participants are nominated based on their leadership ability, interest in advancement and dedication to higher education. This year's 21 participants were chosen from Kentucky's public universities and the Kentucky Community and Technical College System.

Recent Publications – CPE's Data & Research unit recently published a report looking at degrees awarded by program over the last five years, focusing on which programs have expanded and contracted the most. Leading the way are programs in the trades, computer science, and healthcare. The unit also is preparing to release a report examining how unmet financial need impacts first-year to second-year retention at Kentucky public institutions; a draft has been provided in your meeting materials. I encourage you to download and read CPE's research reports posted on the data section of our website.

Dual Credit Professional Development Series – CPE is hosting a professional development series focused on Kentucky's dual credit efforts for postsecondary faculty and staff. The webinars began in February and will continue through May. The series will provide information about dual credit policy, scholarships and available resources.

CPE Podcasts – The Higher Education Matters podcast released two recent episodes – one featuring my conversation with Reverend Andrew Baskin of Berea College about the college's early desegregation efforts, and the other about the FAFSA and college affordability. The Well Advised podcast released episodes on early career awareness and opportunities and diversified support.

Speaking Engagements

In February:
- I appeared on "Kentucky Newsmakers" with Bill Bryant.
- I was panelist for ACT's virtual conference for state organizations, where I participated in a general session about the pandemic and its effect on academic performance and readiness.

In March:
- I was interviewed by Renee Shaw about the state auditor's report on KSU for KET's Kentucky Edition.
- I spoke to Kentucky students at the "Posters at the Capitol" event and again at the Higher Education Rally at the Capitol.
- CPE testified to the Budget Review Subcommittee on Postsecondary Education about asset preservation projects, Bucks for Brains, and the Healthcare Workforce Collaborative.
- I also testified with Leslie Sizemore of our staff and Rep. Ken Fleming in support of HB200, which will enable CPE and postsecondary healthcare programs and providers to match public/private dollars for scholarships for students to pursue healthcare careers.
- I gave a presentation at the first quarter Board of Director's meeting of the Kentucky Association of Manufacturers.
- I traveled to Pikeville, Manchester and Hazard for another round of community conversations, where CPE talks with education and business leaders about the importance of higher education to regional and local workforce development efforts, among other issues.
- I gave a presentation on systemic and institutional transformation for the Lumina Foundation's board retreat.

2023 Regular Session of the Kentucky General Assembly
Final Enacted Legislation Related to Postsecondary Education

House Bills

House Bill 200 (Rep. Fleming) creates the Kentucky Healthcare Workforce Investment Fund to be administered by the Council on Postsecondary Education (CPE).
- Provides that any moneys appropriated to the fund before 2029-2030 shall not lapse.
- Provides that any moneys remaining in 2030 shall be forfeited to the general fund or returned to the grantor.
- Specifies that CPE's administration costs shall not exceed 4% of all gross moneys or $1,500,000 annually, whichever is less.
- Directs CPE to promulgate regulations by July 1, 2023, and requires that CPE submit draft regulations to the Interim Joint Committee on Education and the Interim Joint Committee on Health, Welfare and Family Services 30 days prior for comment and consideration.
- Requires CPE to reserve at least 65% for eligible healthcare scholarships and establish a process to establish contractual partnerships.
- Requires CPE to reserve up to 35% for healthcare program incentives and establish a process to determine the criteria for issuance.
- Directs CPE to provide a detailed written report on the fund, analysis and recommendations to the Interim Joint Committee on Education, Interim Joint Committee on Health, Welfare and Family Services, and Interim Joint Committee on Budget Review Subcommittee of Postsecondary Education no later than December 1 annually.
- Directs each public postsecondary institution to submit a written report on healthcare program costs to the Interim Joint Committee on Education and Interim Joint Committee on Health, Welfare and Family Services no later than September 1 annually.

An emergency clause is included.

House Bill 444 (Rep. Petrie) provides clarification on appropriations for state employees and sets a 6% salary increase for state employees effective July 1, 2023. An emergency clause is included.

House Bill 448 (Rep. Petrie) provides clean-up language related to appropriations made to state agencies and gives CPE carry-forward language to carry out its duties related to Kentucky State University as part of House Bill 250 (2022) and clarifies that the $1.5m appropriation shall not lapse and can be carried forward into fiscal year 2023-2024. An emergency clause is included.

Senate Bills

Senate Bill 9 (Sen. Carroll) elevates reckless or dangerous acts of hazing to a crime. First-degree hazing would qualify as a Class D felony, while second-degree hazing would be a Class A misdemeanor. Cited as "Lofton's Law".

Senate Bill 20 (Sen. Mills) prohibits the use or download of TikTok on any state government network or any state government-issued device. The bill clarifies that postsecondary institutions are exempt from this requirement. An emergency clause is included.

Senate Bill 24 (Sen. Schickel) allows eligible noncertified school graduates to receive KEES awards and establishes the criteria.

Senate Bill 54 (Sen. Carpenter) allows students to use a Kentucky Educational Excellence Scholarship (KEES) to attend certain proprietary school programs and workforce training programs that are focused on high-demand work sectors or at an eligible college of art and design.

Senate Resolutions

Senate Resolution 155 (Sen. Adams) confirms the appointment of Jacob L. Brown to the Council on Postsecondary Education for a term expiring December 31, 2027.

Senate Resolution 174 (Sen. West) confirms the appointment of Connie Smith to the Council on Postsecondary Education for a term expiring December 31, 2023

Senate Resolution 203 (Sen. West) confirms the appointment of LaDonna Guinn Rogers to the Kentucky Council on Postsecondary Education for a term expiring December 31, 2028.

Senate Resolution 204 (Sen. West) confirms the appointment of Meredith Chapman Figg to the Kentucky Council on Postsecondary Education for a term expiring December 31, 2028.

Senate Resolution 205 (Sen. West) confirms the appointment of Jennifer Sandler Collins to the Kentucky Council on Postsecondary Education for a term expiring December 31, 2028.

Senate Resolution 214 (Sen. West) confirms the appointment of Clyde B. Atkins to the Kentucky Council on Postsecondary Education for a term expiring December 31, 2028.

Senate Resolution 215 (Sen. West) confirms the appointment of Faith Lorraine Kemper to the Kentucky Council on Postsecondary Education for a term expiring December 31, 2028.

Senate Joint Resolution 98 (Sen. Stivers) directs CPE to study the structure of higher education governance in the state, placing a new regional, residential, four-year university in southeastern Kentucky and the allocation of responsibility between the Kentucky Community and Technical College System and regional universities. Requires the findings and recommendations to be reported to the Interim Joint Committee on Economic Development and Workforce Investment and the Interim Joint Committee on Education by December 1, 2023.

NOTE: The Attorney General has not yet opined on "the effective date of legislation passed by the 2023 Regular Session of the Kentucky General Assembly" except for those containing emergency or delayed effective date provisions."

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

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 15th day of each month	Implemented
	Credit card account reconciliations	Partially Implemented

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

Objective	Deliverable	Result
Implement quarterly reporting to the Board of Regents on the President's travel, entertainment, and discretionary expenses	Quarterly Report	Partially Implemented
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	Partially Implemented
Complete software audit to identify if all purchased and licensed software is necessary and being used effectively	Summative Report	Partially Implemented

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

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.

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

TITLE: Amendments to the Kentucky Dual Credit Policy

RECOMMENDATION: The Academic and Strategic Initiatives Committee recommends the Council approve the proposed amendments to the Kentucky Dual Credit Policy.

PRESENTERS: Karyn Hoover, Chair of the ASI Committee

COMMITTEE REVIEW & APPROVAL

The ASI Committee reviewed and approved the proposed revisions to the Dual Credit Policy at its March 21, 2023, meeting.

PROPOSED AMENDMENTS

Repurposed/Reorganized sections:
- "Guiding Principles" section: The Vision for Kentucky's Dual Credit Program
- Reorganized responsibilities sections into Key Roles and Responsibilities section

New Sections added:
- Dual Credit Attainment Goal
- Definitions
- Dual Credit Teacher Credentialing and Responsibilities
- Dual Credit Review and Revision Process

New Section and Requirement:
- Annual Reporting

SUPPORTING INFORMATION

The Kentucky Council on Postsecondary Education (CPE) is directed by *KRS 164.098* to collaborate with the Kentucky Department of Education (KDE) and the Kentucky Education Professional Standards Board (EPSB) to develop guidelines for dual credit programs offered in Kentucky.

The Dual Credit Policy (2016) provided guidance to postsecondary and secondary schools by defining roles and responsibilities. Student eligibility and teacher credentialing were also clearly defined. Since the establishment of the policy, the Kentucky General Assembly created the Dual Credit Scholarship, removing financial barriers from high school students to take two dual credit courses at no cost and additional courses at a subsidized rate. Since 2016, dual credit enrollment has increased by 75% (CPE, August 2020) and currently 42% of high school seniors are graduating with college credit earned through early postsecondary opportunities.

In September 2021, the Commonwealth Education Continuum (CEC) identified updating the dual credit policy as a top priority. The CEC emphasized the need to revisit the policy and seek ways to increase enrollment from a more diverse population of students.

CPE staff convened multiple stakeholders representing the KDE, Kentucky Community and Technical College System (KCTCS), the eight public universities, the Association of Independent Kentucky Colleges and Universities (AIKCU), and the Kentucky Higher Education Assistance Authority (KHEAA) for feedback and ways to strengthen the policy. The CPE staff also engaged in conversations with iterative feedback loops with key stakeholders and stakeholder organizations, including members of the Commonwealth Education Continuum (CEC) and the Early Postsecondary Opportunities Work Group; the KCTCS dual credit coordinators; Kentucky's Faculty Advisor Network; Kentucky's College Chief Academic Officers; and other focus groups and individuals.

Through the support of a grant provided by the College in High School Alliance (CHSA), Alex Perry, served as an advisor and facilitator of this process. The CHSA is a coalition of national, state, and local organizations collaborating to positively impact national and state policies and build broad support for programs that enable high school students to enroll in authentic, affordable college pathways toward postsecondary degrees and credentials offered with appropriate support.

The agency partners reviewed Kentucky's dual credit data and research, provided by the KDE, CPE, KCTCS, and KYSTATS. The significant data and research review allowed the team to examine existing progress related to dual credit access and success, determine areas of challenge, and review Kentucky's existing secondary and postsecondary goals.

Based on the current data and desire to increase access for students, priority goals of Kentucky's dual credit system and the populations currently underrepresented in dual credit coursework were identified. In order to reach the goal of increasing access to more students, the development of an actionable dual credit attainment goal was added to the policy. The first of its kind nationally, Kentucky's Dual Credit Attainment Goal would emphasize the importance of access to dual credit for all underserved populations; create expectations for the level of dual credit access students should have; set aspirational participation and success levels for Kentucky; and set aspirational participation and success levels for specific populations of students.

Dual Credit Policy for Kentucky Public and Participating Postsecondary Institutions and Secondary Schools

2023 Revision

Approved by Council: Date

Effective Date:

I. Introduction and Purpose

Improving the educational attainment of all Kentucky citizens is key to ensuring the state's long-term economic success. The state commits significant resources across the educational spectrum to develop and implement strategies to address this critical issue. Providing secondary students dual credit opportunities is a proven educational strategy with the capacity to complement and maximize the chances of success of our educational initiatives. Effective dual credit systems have impacts both at the secondary and postsecondary levels and provide the opportunity for collaboration between the K-12 and higher education systems, as well as among P-20, policy, workforce, family and community partners.

In 2016, the Kentucky Council of Postsecondary Education (CPE) worked with the Kentucky Community and Technical College System (KCTCS), the eight public universities, the Association of Independent Kentucky Colleges and Universities (AIKCU), the Kentucky Department of Education (KDE) and the Kentucky Higher Education Assistance Authority (KHEAA) to create and publish the first Dual Credit Policy for Kentucky Public and Participating Postsecondary Institutions and Secondary Schools.

This 2023 revision responds to input from the Commonwealth Education Continuum (CEC) to update the original policy to reflect the significant changes and expansion in dual credit since it was first published in 2016. This policy revision process has included significant input from key stakeholders across Kentucky. This policy reflects the current statute and regulations impacting dual credit in Kentucky, as well as accreditation standards set forth by the Southern Association of Colleges and Schools Commission on Colleges (SACS-COC). The goal of this policy is to support the vision for Kentucky's dual credit system outlined below, and to support the growth of these programs in a meaningful way that leads to the best possible outcomes for all students. This policy serves as one component of a multi-faceted state-wide strategy to support dual credit in Kentucky, including an early postsecondary opportunities toolkit, professional learning and on-going efforts related to teacher credentialing.

II. The Vision for Kentucky's Dual Credit Program

What Are the Goals of Kentucky's Dual Credit System?

1. To provide all high school students with the opportunity to participate in meaningful college and career experiences in a supported environment that advance students towards a postsecondary degree or credential aligned to their post high school plans.

2. To provide all high school students with the opportunity to structure their dual credit experiences to significantly reduce the costs of a college degree or credential and to reduce students' time to degree or credential completion.

Who is Dual Credit For?

Kentucky is working to provide all high school students with the opportunity to participate in dual credit and build intentional outreach and support to expand access for populations of students who have historically participated in these programs at lower rates. These include, but are not

limited to, individuals from under-resourced families, individuals from underrepresented populations, first generation college students and students with disabilities.

What is the Ideal Dual Credit Experience for Students?

1. Dual credit programs in Kentucky should provide all high school students with a carefully selected and affordable range of meaningful dual credit courses that are rigorous and highly transferable. Additionally, the courses should be aligned to in-demand careers and demonstrate authentic high school partnerships between area technology centers and two- and four-year institutions of higher education.

2. Dual credit programs should promote a sense of belonging and establish postsecondary expectations that help all students create and realize goals beyond high school, regardless of whether the program takes place on the postsecondary campus, in the high school or online.

3. All students participating in dual credit should have access to a personalized plan that includes support services provided by both the high school and college partner in the dual credit program. These services should include academic support to help students identify the meaningful dual credit experiences most appropriate for their postsecondary and career goals and to guide them through their dual credit experiences toward successful completion.

4. Dual credit should be a normalized and accepted part of every high school student's journey. Students and their families should be aware as early as middle school about dual credit and how early postsecondary coursework can maximize student college credit opportunities.

III. Dual Credit Attainment Goal

The Rationale: Kentucky is establishing a Dual Credit Attainment Goal to support the development of a state workforce with the degrees and credentials Kentucky's economy needs to thrive. Increasing dual credit attainment in Kentucky will:

1. promote greater alignment between the state's K-12 and higher education systems.

2. create a culture that includes attaining a postsecondary degree or credential for all students.

3. increase the level of educational attainment of Kentucky's citizens.

The Goal: By 2030, 50% of Kentucky high school students should graduate high school having completed at least one dual credit course with a qualifying grade of a C or higher. As Kentucky increases the student success rate in dual credit, the state will work toensure that students enrolled in dual credit coursework match the economic, demographic and geographic makeup of Kentucky's high school population as a whole.

The Strategies: Kentucky's Dual Credit Attainment goal will be accomplished by:

1. prioritizing access among students with limited or no access to dual credit courses.

2. providing meaningful dual credit experiences related to students' postsecondary and career goals.

3. supporting student success in dual credit coursework through high-quality college and career advising and academic services.

4. strengthening partnerships among high schools, postsecondary institutions and employers to build and sustain effective policies and equitable practices.

5. maintaining, communicating, and, when possible, expanding support for the state's dual credit scholarship program.

6. increasing the number of teachers credentialed for dual credit in Kentucky.

IV. Definitions

Dual Credit: Pursuant to KRS 164:002(5), a college-level course of study developed in accordance with KRS 164.098 in which high school students receive credit from both the high school and postsecondary institution where they are enrolled upon completion of a single class or designated program of study.

What This Means

Dual credit means that students are participating in a college-level course as part of an agreed upon partnership between the high school and the institution of higher education that allows students to receive both high school and college credit upon successful completion of the course.

Dual credit courses may be taught online or through other distance education methods, or they may be taught face-to-face on a college campus, at a secondary school or at another mutually agreed upon and approved location. Dual credit courses shall be taught by qualified and credentialed teachers and faculty.

Dual credit courses may be offered during or outside the secondary school day.

Dual Enrollment: Pursuant to KRS 164:002(6), a college-level course of study developed in accordance with KRS 164.098 in which students are enrolled in a high school and postsecondary institution simultaneously.

What This Means

Dual enrollment means students are only receiving college credit for successfully completing a college-level course. Dual enrollment courses are not supported through the Dual Credit Scholarship.

Support Services: Support services for students provided by dual credit programs may include academic support and advising regarding course selection and how dual credit aligns with postsecondary and career goals.

What This Means

High quality dual credit programs provide all students access to the support services to ensure meaningful course selection and successful experiences.

High School: includes all secondary institutions who serve high school aged students.

V. Course Offerings

A. Dual credit courses are college courses and therefore must meet the same student learning outcomes and be of the same quality and rigor as courses taught to traditional college students at the participating postsecondary institutions.

B. The postsecondary institution's grading policy shall apply to dual credit courses and must be used by the high school awarding credit.

C. College credit shall be awarded upon the students' completion of the dual credit course requirements and will become a permanent part of their official college transcript. The award of college credit will comply with appropriate accreditation standards for the participating postsecondary institutions.

D. High school credit shall be awarded at the end of the term by the secondary school upon completion of the course. The award of high school credit will be determined by local policy.

E. If students fail or withdraw from a college course, including dual credit coursework, this will be noted on their college transcript. Student performance in dual credit courses will impact their high school and future college grade point average (GPA), and may also have an impact on their financial aid and scholarship eligibility upon high school graduation.

F. Student Accommodations

1. If a student with an Individualized Education Plan (IEP) pursuant to the Individuals with Disabilities Education Act (IDEA) participates in a dual credit course, IEP implementation for the dual credit course is not required unless the student's Admissions and Release Committee (ARC) determines that the dual credit course is necessary to provide the student with a Free Appropriate Public Education (FAPE). When students participate in a dual credit course at their high school with a credentialed high school teacher, notwithstanding whether they have an IEP pursuant to the IDEA or a Section 504 plan pursuant to Section 504 of the Rehabilitation Act of 1973 (Section 504), the high school shall provide accommodations to such students as appropriate to meet the requirements of Section 504.

2. If students are taking a course at the postsecondary institution or online, the high school shall inform the postsecondary institution that they may be entitled to accommodations under Section 504. The postsecondary institution shall implement its own Section 504 policies and procedures regarding accommodations, so students receive the appropriate accommodations at the postsecondary institution.

3. Students and high schools should work closely with the college coordinator who helps students with Section 504 accommodations to ensure student needs are met.

4. For more information, see Kentucky Department of Education Question and Answers Related to Dual Credit Courses and Student with Individualized Education Programs (IEPs) and United States Department of Education Increasing Postsecondary Opportunities and Success for Students and Youth with Disabilities.

VI. Student Eligibility

Section 6 of 13 KAR 2:020.Guidelines for admission to the state-supported postsecondary education institutions stipulates:

1. students admitted to any Kentucky public postsecondary institution in an accelerated pathway or in dual credit courses in general education shall have an unweighted high school GPA of at least 2.5 on a 4.00 scale and meet any college course prerequisites established by the institution.

2. students shall be granted admission into a career and technical education dual credit course if they meet the course prerequisite requirements established by the institution offering the course.

3. it is the responsibility of the postsecondary institution to ensure that any college course prerequisites are publicly available, easily accessible and communicated to students who wish to participate in dual credit courses.

4. dual credit courses shall not include developmental education courses or courses that are not transferable, such as a first year experience course.

VII. Transferability of Credit

A. All postsecondary institutions shall recognize dual credit general education courses pursuant to The General Education Transfer Policy and Implementation Guidelines and in accordance with accreditation requirements.

B. All participating postsecondary institutions shall recognize credit awarded under this policy for career and/or technical dual credit coursework if the course has the same competencies and learning outcomes as that of a course offered at the receiving institution.

VIII.   Dual Credit Teacher Credentialing and Responsibilities

A.   SACS-COC's Dual Enrollment Policy Statement (2018) requires that faculty teaching dual credit courses (who may include high school teachers approved by the college) "possess the same academic credentials and/or documented professional experience required by the institution of all of its faculty." Typically, for general education courses this requires a Master's Degree in the discipline specific content area that the faculty is teaching or at least 18 credit hours of discipline specific content for academic faculty.

B.   The credentials required to teach a technical course are determined by each postsecondary institution.

C.   The dual credit teacher must ensure that the learning outcomes established by the partnering postsecondary institution are fully implemented.

IX.   Tuition and Fees

A.   Postsecondary institutions must provide written information about tuition and other fees for dual credit courses to each student, parent and/or adult in the household and secondary school prior to enrollment in such courses.

B.   KHEAA administers student financial support for dual credit tuition through funding for the Dual Credit Scholarship Program provided by the Kentucky General Assembly. For more information on what financial support is available, please visit the KHEAA website.

X.   Dual Credit Review and Revision Process

A.   CPE will convene an advisory council tasked with making recommendations to support dual credit policy; promote the quality and rigor of dual credit courses; lead the development of tools and resources to support high quality dual credit practices; and create a space for stakeholders to provide input into the functioning of the dual credit policies and programs.

B.   This advisory council will be composed of representative members, including policymakers, practitioners, and other stakeholders who are knowledgeable about dual credit policies, procedures and processes. Membership shall include, but not be limited to the following:

1.   Council on Postsecondary Education (CPE)

2.   Kentucky Department of Education (KDE)

3.   Kentucky Higher Education Assistance Authority (KHEAA)

4.   Kentucky Community & Technical College System (KCTCS)

5. A Kentucky public 4-Year Institution of Higher Education

6. A Kentucky Public School District

7. The Association of Independent Kentucky Colleges and Universities (AIKCU)

8. Additional representatives as agreed by the advisory council, including potential representation from counselors, students, and other relevant stakeholders.

C. The advisory council should meet with the appropriate frequency to support its work and be empowered by the representative agencies to make joint decisions on policy recommendations, support dual credit practice and safeguard the best interests of Kentucky students in these programs.

D. The advisory council should also consult with additional representatives and stakeholders who have relevant expertise to the working group's agenda.

XI.   Annual Reporting

Postsecondary institutions participating in dual credit programming shall submit an annual report to CPE by July 1, 2023, and every year thereafter, including the following:

1. For the previous year:

   a. List of dual credit courses offered by partnering school

   b. List of partnering high schools

   c. Student information by partnering school, as permitted in accordance with the Family Educational Rights and Privacy Act (FERPA), disaggregated by gender, race/ethnicity, socio-economic status, and special populations

      o Total number enrolled by course

      o Pass rate

   d. Description of professional development provided to dual credit teachers and other high school partners

   e. Description of the outreach and communication activities

   f. List of dual credit teachers and their secondary or postsecondary institutions

2. For the upcoming year:

   a. Updates to the list of dual credit course offerings

   b. Updates to the list of partnering high schools

c. Updates to the dual credit professional development plan for dual credit teachers and other secondary partners

d. Updates to the outreach/communication plan and activities

e. Updates to the list of dual credit teachers and their secondary or postsecondary institutions

f. Assurance that dual credit partnership agreements meet all criteria set forth in this Dual Credit Policy

XII. Key Roles and Responsibilities

Within Kentucky's dual credit ecosystem, various agencies and stakeholders play different roles in ensuring students have access to these programs.

State Agencies

1. **Council for Postsecondary Education (CPE)**

   a. Establishes, reviews and revises Kentucky's Dual Credit Policy that communicates the criteria for all components of dual credit in accordance with Kentucky statute and regulation.

   b. Leads research and communication efforts on dual credit's impact and return on investment related to students' college and career success.

   c. Serves as primary liaison and conduit between state agencies and the state's postsecondary institutions.

   d. Provides training and guidance for counselors and individual districts, in partnership with relevant institutions of higher education.

   e. Maintains the Dual Credit Dashboard in collaboration with the Kentucky Center for Statistics (KYSTATS).

   f. Collects annual data regarding dual credit participation and student success rates from postsecondary institutions.

2. **Kentucky Department of Education (KDE)**

   a. Coordinates how dual credit courses are set up and administered in districts and within Infinite Campus; works with districts to ensure that relevant dual credit data from area technical centers are reflected.

   b. Determines course eligibility within CTE pathways or academic courses in partnership with the postsecondary institution.

c. Maintains the CTE Programs of Study Handbook, ensuring it accurately reflects courses that are available and have been approved by postsecondary institutions.

d. Maintains the state and district level dual credit data within the School Report Card.

e. Provides training and guidance for counselors and individual districts, in partnership with relevant institutions of higher education.

3. **Kentucky Higher Education Assistance Authority (KHEAA)**

a. Administers the Dual Credit Scholarship program, including the application process, compliance and how the funds are awarded.

b. Serves as the point of contact with high schools, colleges, students and families on issues related to the scholarships.

4. **Postsecondary Institutions**

a. Determine the courses that are offered as part of a dual credit partnership with a school district, adhering to the accreditation guidelines and transfer policy for general education courses.

b. Approve school districts' use of faculty as dual credit instructors, ensuring that they meet SACSCOC accreditation guidelines.

c. Provide information about tuition and other fees for dual credit courses in writing to each student, parent and/or adult in the household and secondary school prior to enrollment.

d. Provide dual credit students with academic support services, such tutoring and advising.

e. Determine how dual credit will be awarded and transcribed at the postsecondary institution.

f. Initiate and establish dual credit partnerships with secondary schools that meet the expectations established in this policy.

g. Initiate and maintain communication with teachers, counselors and districts to ensure student success.

h. Conduct annual training for dual credit teachers to review course outcomes and provide resources and support for instruction.

i. Prepare and submit an annual report to CPE by July 1.

5. **Secondary Schools**

a. Initiate and establish dual credit partnerships with institutions of higher education.

b. Determine student eligibility for participating in dual credit.

c. Coordinate with postsecondary institutions to ensure academic support services are provided to dual credit students.

d. Communicate with students and families about the availability and value of dual credit courses and scholarships, including information about eligibility and enrollment.

e. Determine how dual credit will be awarded and transcribed at the high school.

XIII. Implementation of this policy

A. The initial Annual Report required in Section XII of this policy is due to CPE on July 1, 2023.

B. This policy shall become effective and implemented for dual credit courses beginning fall 2023.

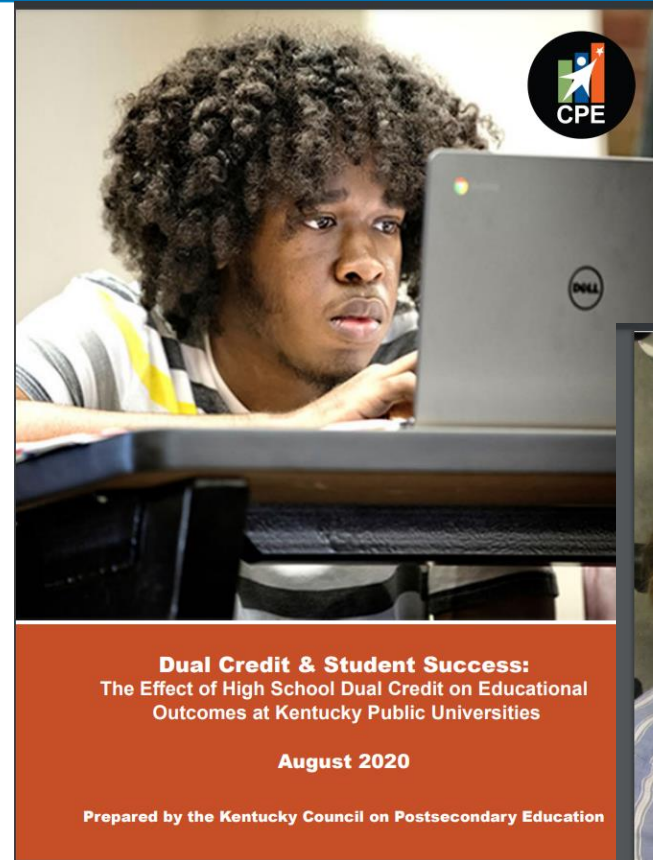# Kentucky's Dual Credit Policy 2023 Revision

Amanda Ellis, Vice President,
K-12 Policies & Programs

What is Dual Credit

Pursuant to KRS 164:002(5), a college-level course of study developed in accordance with KRS 164.098 in which high school students receive credit from **both** the high school and postsecondary institution where they are enrolled upon completion of a single class or designated program of study.

Dual Credit Enrollment and Impact

- Dual credit enrollment has increased 75% from 2014-15.
- Approximately 40% of high school students graduate with college credit.
- Dual credit participants were more likely to persist to a second year of college than students who did not participate.
- Second-year persistence was twice as high for low-income participants than for higher income participants.
- Dual credit had a slightly greater effect on the second-year persistence of URM students than of white and Asian students.

Dual Credit & Student Success:
The Effect of High School Dual Credit on Educational Outcomes at Kentucky Public Universities

August 2020

Prepared by the Kentucky Council on Postsecondary Education

Dual Credit & Student Success:
The Effect of High School Dual Credit on Educational Outcomes at KCTCS

The Goal of the Policy

The goal of this policy is to:

- Support the vision for Kentucky's dual credit system

- Support the growth of these programs in a meaningful way that leads to the best possible outcomes for all students

Stakeholder and Advisory Engagement

- Kentucky Department of Education

- Kentucky Higher Education Assistance Authority

- Kentucky Community & Technical College System

- Early Postsecondary Opportunities Workgroup

- Commonwealth Education Continuum

- Kentucky Faculty Advisor Network (KFAN)

- College Chief Academic Officers (CCAO)

Who Is Dual Credit For?

- Provide all high school students with the opportunity to participate in dual credit

- Expand access for populations of students who have historically participated in these programs at lower rates

Dual Credit Attainment Goal & Strategies

By 2030, 50% of Kentucky high school students should graduate high school having completed at least one dual credit course with a qualifying grade of a C or higher.

Annual Reporting

The purpose of reporting is to promote alignment and quality of dual credit opportunities offered in Kentucky.

Reporting includes:

- Dual credit courses offered
- Partnering high schools
- Student information, as permitted in accordance with the Family Educational Rights and Privacy Act (FERPA), disaggregated by gender, race/ethnicity, socio-economic status, and special populations
- Description of professional development provided to dual credit teachers and other high school partners

Questions?

Amanda.Ellis@ky.gov, Vice-President, K-12 Policies and Programs

Robin.Hebert@ky.gov, Senior Fellow, K-12 Policies & Programs

TITLE: Postsecondary Feedback Report

DESCRIPTION: The Academic and Strategic Initiatives Committee received an insider look from CPE and KYSTATS on the highlights from the latest Postsecondary Feedback Report.

PRESENTER: Karyn Hoover, Chair of the ASI Committee

COMMITTEE'S REVIEW

The Academic and Strategic Initiatives Committee received this information report at their March 21, 2023, meeting. It will not be covered or presented in detail at the March 31 board meeting; however, staff will be available for questions.

BACKGROUND INFORMATION

Earning a postsecondary credential can unlock opportunities, but a student's odds of success can vary based on the institution they attend, the credential they pursue, and the content area of their studies. The Postsecondary Feedback Report is an interactive report that allows users to explore outcomes for students by Kentucky's postsecondary institutions, major, credential type, and demographic. The dashboard details 42 of Kentucky's public (4-year and 2-year) and private (4-year) institutions.

The interactive report can be found at: https://kystats.ky.gov/Latest/PSFR. It is divided into three sections:

1. Enrollment and Employment Outcome
2. Demographic Employment Outcomes
3. Completion and Transfer Outcomes

KEY TAKEAWAYS FROM LATEST REPORT

- For credential completers at all institutions, the median wage 3 years after graduation was $43,508, and 53% of completers had qualifying employment in Kentucky.

- 70% of Kentucky's postsecondary students had in-state origins in 2022.

- Education had the highest median salary three years post-completion (of the seven major groups) at $51,603.

- Education majors had the highest employment rates 3, 5, and 10 years post-completion.

- 3, 5, and 10 years post-completion, low-income students had a higher percentage of employment than their peers.

- 3, 5, and 10 years post-completion, underrepresented minorities had a lower percentage of employment than their peers.

- 64% of students who earned an associate degree in 2016 had earned a bachelor's degree by 2019, increasing to 78% by 2022.

TITLE: Overview the New Academic Program Approval Process and the Academic Program Review Process

DESCRIPTION: The Academic and Strategic Initiatives Committee received a review of the processes used when reviewing existing academic programs and requests for new academic programs.

PRESENTERS: Karyn Hoover, Chair of the ASI Committee

COMMITTEE'S REVIEW

The Academic and Strategic Initiatives Committee received this information report at their March 21, 2023, meeting. It will not be covered or presented in detail at the March 31 board meeting; however, staff will be available for questions.

PROCESS

The attached documents outline the Council's process for the approval of new academic programs and reviewing current academic programs to ensure statutory compliance. More details can be found at http://cpe.ky.gov/policies/academicprograms.html.

STATUORY AUTHORITY

While numerous statutes and administrative regulations define the role of the Council on Postsecondary Education (CPE) as well as institutional authority in the area of academic programming, the two most fundamental to CPE's role include:

- KRS 164.020 (15) that empowers CPE to define and approve the offering of all postsecondary education technical, associate, baccalaureate, graduate, and professional degree, certificate, or diploma programs in the public postsecondary education institutions.
- KRS 164.020(19) that allows CPE to postpone the approval of any new program at a state postsecondary institution, unless the institution has met its equal educational opportunity goals as established by the Council.

- In accordance with administrative regulations promulgated by the Council, those institutions not meeting the goals shall be able to obtain a temporary waiver, if the institution has made substantial progress toward meeting its equal educational opportunity goals.
- KRS 164.020(16) grants the Council on Postsecondary Education (CPE) the authority to conduct statewide program reviews with a focus on consistency with the institution's mission; alignment.

OVEVIEW - Approval of New Academic Programs

Statutory Authority

While numerous statutes and administrative regulations define the role of the Council on Postsecondary Education (CPE) as well as institutional authority in the area of academic programming, the two most fundamental to CPE's role include:

- KRS 164.020 (15) that empowers CPE to define and approve the offering of all postsecondary education technical, associate, baccalaureate, graduate, and professional degree, certificate, or diploma programs in the public postsecondary education institutions.
- KRS 164.020(19) that allows CPE to postpone the approval of any new program at a state postsecondary institution, unless the institution has met its equal educational opportunity goals as established by the Council.
  - In accordance with administrative regulations promulgated by the Council, those institutions not meeting the goals shall be able to obtain a temporary waiver, if the institution has made substantial progress toward meeting its equal educational opportunity goals.

Council Academic Program Approval Policy

Academic program approval policy has been updated several times since the creation of the Council in 1997. The program approval policy most recently updated in September 2020. Highlights of the policy include:

- An institution may not submit a proposal unless it has achieved automatic eligibility status or has obtained the appropriate waiver under 13 KAR 2:060.
- Certificate programs for KCTCS and universities are approved by CPE staff upon review of the New Diploma/Certificate Form. KCTCS Board of Regents must review certificates of a vocational/technical /occupational nature that are proposed by universities.
- For associate degree programs at KCTCS institutions, the KCTCS system office posts a proposal to the online program approval system. Institutions and Council staff have 30 days to respond to the proposal. If no issues are identified, the program will be approved by Council staff and reported as an information item at the next Academic and Strategic Initiatives (ASI) Committee meeting.
- For degree programs at universities, an institution posts to the online Notification of Intent (NOI) system. The notification will then be shared with the chief academic officers

at the other public universities at their next meeting. After the NOI process, the institution posts a proposal to the online program approval system. Institutions and Council staff have 30 days to respond to the proposal. If no issues are identified, the program will be reviewed by Council staff and the ASI Committee then sent to the full Council for approval.

- o KCTCS must review any proposed associate degree program proposed by a university.
- o Advanced practice doctorates require additional information.

More details can be found at http://cpe.ky.gov/policies/academicprograms.html.

Program Approval Policy: Kentucky Academic Program Approval - New Academic Programs

OVERVIEW - Academic Program Review Policy

Statutory Authority

KRS 164.020(16) grants the Council on Postsecondary Education (CPE) the authority to conduct statewide program reviews with a focus on consistency with the institution's mission; alignment with the state's strategic postsecondary agenda and implementation plan; elimination of unnecessary duplication of programs within and among institutions; and efforts to create cooperative to achieve effective and efficient program delivery.

Council Review of Academic Program Policy

Statewide program review has taken several forms since the inception of CPE, but each process has focused on continuous improvement as well as the operationalization of statutory criteria. CPE's policy was updated in July 2021 for university programs and in January 2023 for KCTCS programs.

Annual Reports

Universities submit reports that:
- summarize the institutional program review process for the previous academic year;
- highlight the programmatic decisions made during the previous academic year; and
- discuss plans for institutional program review for the upcoming year.

The KCTCS System Office submits a report that:
- provides recommendations for each reviewed program;
- describes the strengths and/or opportunities of each program compared to similar KCTCS;
- describes the weakness and/or threats of each program compared to similar KCTCS programs;
- describes the variations across institutions offering each program; and
- summarizes any program improvement plans.

Reports are due annually on July 15th.

Statewide Data Analysis

Statewide data analysis assists in the continuous improvement and efficiency of Kentucky's academic portfolio.

CPE staff analyze data across universities to determine if any programs meet all of the following criteria:
- multiple programs in the same CIP code;
- low and declining enrollment;
- low new student demand;
- low market demand; and
- low or negative contribution margins.

For KCTCS programs undergoing the program review process, CPE analyzes enrollment trends, degree/credential production trends, and market data to identify any programs with:
- low enrollment;
- declining enrollment for the previous four years;
- declining number of degrees or credentials conferred for the previous four years;
- low regional student demand; or
- low regional market demand.

Programs meeting these criteria must submit program improvement plans.

Statewide Strategic Agenda

When relevant at the academic program level, CPE staff facilitate statewide discussion and initiatives to:
- understand existing policies and practices at institutions related to the priority;
- identify obstacles to full implementation of initiatives related to the priority;
- provide professional development opportunities related to the priority; and
- evaluate campus plans to create, implement, or expand initiatives related to the priority.

More details can be found at [Academic Program Review - Ky. Council on Postsecondary Education](#)

University Program Review Policy: [Kentucky Academic Program Review Policy](#)

KCTCS Program Review Policy: [KCTCS Academic Program Review Policy (ky.gov)](#)

TITLE: Academic Programs Report - Academic Year 2021-22

DESCRIPTION: The Academic and Strategic Initiatives Committee received an overview of the new, closed, and reviewed academic programs during the 2021-2022 academic year.

PRESENTER: Karyn Hoover, Chair of the ASI Committee

COMMITTEE'S REVIEW

The Academic and Strategic Initiatives Committee received this information report at their March 21, 2023, meeting. It will not be covered or presented in detail at the March 31 board meeting; however, staff will be available for questions.

SUPPORTING INFORMATION

The Council is the approving body for academic programs at Kentucky's public institutions. KRS 164.020(15) empowers the Council to define and approve the offering of all technical, certificate, diploma, associate, baccalaureate, graduate, and professional degree at public postsecondary institutions. It also mandates that the Council expedite the approval of requests from KCTCS for new programs of a vocational-technical and occupational nature. This statutory duty is operationalized through the Council's New Academic Program Approval Policy, which was last updated in September 2020.

The Council also has the authority to review programs after they are implemented. Under KRS 164.020 (16), the Council has the authority to eliminate or modify existing programs using the criteria of consistency with institutional mission, alignment with the statewide strategy agenda, elimination of unnecessary duplication, and the creation of collaborative programs. This statutory duty is operationalized through two Council policies – the Statewide Academic Program Review Policy, which was last revised in June 2021 and the Statewide Academic Review for KCTCS, which was approved in January 2023.

NEW PROGRAM APPROVALS IN 2021-22

A total of 127 new academic programs were approved during the 2021-2022 academic year. Of these, 109 are undergraduate certificates and three are postbaccalaureate certificates, which require only staff review.

CPE staff approved eight associates degrees at KCTCS institutions:
- Big Sandy Community & Technical – Associate of Applied Science in Nursing
- Hopkinsville Community – Associate of Applied Science in Computerized Manufacturing & Machining
- Jefferson Community & Technical – Associate of Applied Science in Nursing
- Maysville Community & Technical – Associate of Applied Science in Human Services, Associate of Applied Science in Aviation Maintenance Technology, and Associate of Applied Science Education
- Southcentral Kentucky Community & Technical – Associate of Applied Science in Medical Laboratory Technician.

The Council approved one bachelor's degree, five master's degrees, and one education specialist degree:
- Northern Kentucky University – Master of Science in Cardiovascular Perfusion
- University of Kentucky – Master of Science in Heritage Resource Administration
- University of Louisville – Bachelor of Science in General Studies, Master of Science in Health Professions Education, Master of Science in Accountancy and Analytics, and an Educational Specialist in Curriculum and Instructions
- Western Kentucky University – Master of Science in Cybersecurity Data Analytics.

REVIEW OF EXISTING PROGRAMS IN 2021-22

Per Council policy, universities submitted their program review reports in July 2022. These reports included a summary of the institutional program review processes, programmatic decisions, and plans for the upcoming year.

Overview of Institutional Program Review Processes

Eastern Kentucky University
- At EKU, each academic college creates a committee to evaluate and provide recommendations for each program. The program chairs begin the review cycle before developing a college review committee that provide recommendations. Then, the Provost, the Associate Provost for Academic Programs, the Vice President of Student Success, and the Executive Director for Institutional

Effectiveness & Research and Financial Aid review the reports and recommendations.

Kentucky State University
- KSU uses the program review process to determine the effectiveness of each program in carrying out the university's mission, goals, objectives, and strategic plan and to promote continuous program improvement. Program reviews focus specifically on the components of instruction, research, and public service, with primary emphasis on providing quality education. The review process generates diagnostic information for program and personnel improvement and resource allocation.

Morehead State University
- At Morehead, the Deans Council distributes a set of prompts to program faculty in the spring to guide the review process. Deans lead the program review process with each academic department. The deans, chairs and associate deans, and former program leads for the Gray Associates review process serve as the departmental leads for discussing and interpreting the data with program faculty. Then program faculty provide an overall recommendation to the chair and associate dean. The chairs and associate deans complete a similar independent review before all reviews are sent to Office of the Provost.

Murray State University
- At Murray, academic deans and the provost rank their programs based on a weighted average of five metrics provided by the Office of Institutional Effectiveness: headcount, velocity, demand, persistence, and degree productions. Each program decision was discussed internally at the college level. Department chairs and faculty were involved with the decisions. Discussions were limited to staff in the dean's office, and department chairs impacted by any change, for programs housed in the college.

Northern Kentucky University
- NKU's annual program review process consists of regular meetings with the deans overseeing the programs going for a review. These meetings aim to clarify the process, data needs, and timelines and address questions. The college deans then distributed the program review templates to the programs due for review. These programs are provided with a template that includes different data points (see the section below on data collection). Regular follow-ups are sent to the deans to request progress updates and provide guidance or help address questions as programs work their way through the process. Subsequent

meetings are scheduled at the deans or academic departments' request. Once programs address the template's data, the program review report is sent to the deans for review and approval before final submission to the Office of the Provost.

University of Kentucky
- UK's academic program review process is conducted at the department level. Each academic unit is encouraged to facilitate a collaborative self-study process that involves faculty, staff, and other constituents. Following the self-study, an external review committee is developed by each academic dean. This committee is charged by the dean to review and summarize the self-study and then to make at least 5 recommendations for improvements to each academic unit. Finally, the department has a conversation with the dean to create an implementation plan that will guide the department's continuous improvement activities.

University of Louisville
- To begin the annual review process, the Office of Academic Planning and Accountability held three separate unit-level Program Review orientation meetings on Microsoft Teams in September 2021. Each academic program being reviewed were directed to submit their reports by January 2022. Next the Academic Program Review Committee reviewed all reports submitted. Members of the committee are appointed by the Provost to oversee the university's academic program review process. The role of committee members is to review program reports and identify areas of commendation, needs, and/or areas for improvement in alignment with university mission, goals, and initiatives. After each committee meeting, the Program Review Coordinator sent a revision request to the reviewed academic programs that summarized the committee's concerns and questions. Programs were given four weeks to submit a revised report. After a program submitted its revised report, the revised report was forwarded for additional review by the Academic Program Review Committee. Committee members then voted on whether to recommend a fix, sunset, sustain, or grow programmatic decision for each program to the Provost.

Western Kentucky University
- WKU uses two processes to review academic programs – the Program Sustainability Check-up (PSC) and Academic Program Review (APR). The Program Sustainability Check-up is meant to quickly and efficiently identify programs that may need help to improve their long-term viability. The aim to is for the review committee to proactively identify key metrics, monitor the program, and work with the department to develop an improvement plan.

Results of Institutional Program Review Processes

During the 2021-2022 academic year, Kentucky's public universities reviewed 188 academic programs and provided recommendations:
- 55 programs were recommended to grow;
- 81 programs were recommended to sustain;
- 16 programs were recommended to be improved; and
- 22 programs were recommended to close.

Of the 22 programs that are set to close, the majority of are undergraduate certificates (5) and postbaccalaureate (9) certificates. Other programs set to sunset include:
- Morehead State University
  - Bachelor of Science in Engineering Management - Merged into the Technology Management program to become a 2+2 completer online program.
- Murray State University
  - Bachelor of Arts/Bachelor of Science in Liberal Arts - The program had low enrollment and low student demand.
- University of Kentucky - Each of these programs were set to sunset based on reported low enrollment and low student demand.
  - Master of Arts in Elementary Education
  - Master of Engineering
  - Education-Counseling Psychology (EdS)
  - Education and Counseling Psychology (EdD) – Students were choosing to pursue the PhD instead
  - Gerontology (PhD)

KY COUNCIL ON POSTSECONDARY EDUCATION

TITLE: New Academic Program Approved at KCTCS

DESCRIPTION: The Academic and Strategic Initiatives Committee received the report of the one approved AAS program proposal from a KCTCS institution since January 2023, in accordance with the program approval process.

PRESENTER: Karyn Hoover, Chair of the ASI Committee

COMMITTEE'S REVIEW

The Academic and Strategic Initiatives Committee received this information report at their March 21, 2023, meeting. It will not be covered or presented in detail at the March 31 board meeting; however, staff will be available for questions.

APPROVED PROGRAM AT KCTCS

Council staff have reviewed and approved the following. No further action is needed.

Hazard Community and Technical College
- AAS, Education (CIP 13.1501) - The program is designed for students who wish to begin coursework at a community and technical college before transferring to a four-year college to pursue a degree in teaching or for students wishing to be a teacher's aide.

PROGRAM APPROVAL PROCESS FOR KCTCS INSTITUTIONS

Associate Degree Programs of a Vocational-Technical-Occupational Nature (i.e. AAS) undergo the following process for approval:

- KCTCS will post a proposal to program approval system. Institutions and Council staff will have 30 days to respond to the proposal.
- If no issues are identified with the proposal, the program will be approved by Council staff and reported as an information item at a future Council meeting.

- If issues are identified with the proposal, the institution will address those through the program approval system, and the review period will be extended. Once the issues are resolved, the program will be approved by Council staff and reported as an information item at the next Council meeting.

STATUTORY AUTHORITY

KRS 164.020 (15) empowers the Council to define and approve the offering of all technical, certificate, diploma, associate, baccalaureate, graduate, and professional degree at public postsecondary institutions. It also mandates that the Council expedite the approval of requests from KCTCS for new programs of a vocational-technical and occupational nature.

TITLE: 2023 Convenings for Promoting Student Success

DESCRIPTION: The Academic and Strategic Initiatives Committee received a recap of the 2023 Spring Student Success Summit and discussed the upcoming convenings planned through the Fall of 2023.

PRESENTER: Karyn Hoover, Chair of the ASI Committee

COMMITTEE'S REVIEW

The Academic and Strategic Initiatives Committee received this information report at their March 21, 2023, meeting. It will not be covered or presented in detail at the March 31 board meeting; however, staff will be available for questions.

SUPPORTING INFORMATION

The 2023 Student Success Summit was held on February 27-28 at the University of Kentucky Gatton Student Center. This annual event was the largest held so far with over 450 in-person and 120 virtual attendees.

The convening of faculty, staff and administrators from across the Commonwealth had coming together to achieve three important goals:

- Deepen our understanding of promising practices on priority issues
- Apply strategies for success based on our institutional data and context
- Develop an action plan for continuous improvement beyond the Summit

Building upon the CPE Student Success Framework, this year's Summit featured keynote speakers on the following topics:

- Creating a Path for Student Success with Dr. Aaron Thompson, CPE
- National Mental Health Landscape and Strategies for Creating Sustainable Change with Dr. Zainab Okolo, Lumina Foundation
- Kentucky Student Success Pathways and Priorities with Dr. Lilly Massa-McKinley, CPE's Kentucky Student Success Collaborative

- Approaches to Accelerate Progress on Student Needs with Phyllis Clark and Dr. Beth Collins, CPE's Kentucky Student Success Collaborative

This year's Summit also included hands-on learning workshops that focused on the four pathways to success:

- Connect the Path: Transfer Strategy
- Chart the Path: Gateway Course Success
- Continue the Path: Basic Needs Ecosystem
- Complete the Path: Essential Skills in the Curriculum

FUTURE 2023 STUDENT SUCCESS CONVENINGS

- Corequisite Community of Practice – March 2, April 6, May 4
- Student Basic Needs Community of Practice – March 28, April 20
- Pedagogicon 2023: Workforce & Employability Skills (EKU hosted) – May 18-19
- Gateway Course Success Convening – June 20
- Transfer Strategy Convening – June 21
- Fall Student Success Convening – November 6-7

TITLE: Update on Healthcare Workforce Initiatives

DESCRIPTION: The Academic and Strategic Initiatives Committee received an update on the work of the Healthcare Workforce Collaborative and discussed upcoming work in this area.

PRESENTER: Karyn Hoover, Chair of the ASI Committee

COMMITTEE'S REVIEW

The Academic and Strategic Initiatives Committee received this information report at their March 21, 2023, meeting. It will not be covered or presented in detail at the March 31 board meeting; however, staff will be available for questions.

SUPPORTING INFORMATION

Kentucky's Healthcare Workforce Collaborative (HWC) is a $10 million initiative funded by the legislature to bring together state leaders, policy experts, campus leadership and the health care industry to solve Kentucky's health care crisis.

The appropriation, designated in the 2022 budget bill and to be administered by the Council, will serve several purposes:

- Providing direct grants to Kentucky's public institutions.
- Funding administrative, research, consulting, planning and analysis costs for an advisory group.
- Raising student awareness of and interest in healthcare occupations.
- Improving pathways between high school career and technical programs to college-level health care programs.
- Helping health care organizations support career growth and development for their employees.

Since its launch nine months ago, 48 employer partners and 23 campuses have become involved in the work and $8 million in grants have been earmarked to the institutions for programs that target high need healthcare job placement. First year data

points shared during the meeting included health-related program enrollment (disaggregated by URM and region) and occupational outlook projections through 2030.

TITLE: 2023-24 Tuition and Mandatory Fee Policy

RECOMMENDATION: The Finance Committee recommends the Council approve the *2023-24 Tuition and Mandatory Fee Policy*.

PRESENTER: Eric Farris, Chair of the Finance Committee

COMMITTEE REVIEW & APPROVAL

The Finance Committee reviewed and approved the *2023-24 Tuition and Mandatory Fee Policy* at its March 21, 2023, meeting.

SUPPORTING INFORMATION

Every year, staff works with campus presidents, chief budget officers, and Council members to facilitate a review of the Council's Tuition and Mandatory Fee Policy and to make changes in the policy as needed. Staff also works with the aforementioned stakeholders to develop and finalize a timeline for the upcoming academic year that identifies target dates and planned activities related to the tuition setting process. Both of these documents provide a framework for establishing tuition and mandatory fees at the public postsecondary institutions in any given academic year.

Over the past several years, there have been some notable changes to the Tuition and Mandatory Fee Policy. For example, at the February 2, 2018 meeting, the Council approved an Asset Preservation Fee Exception Policy, which allows institutions to seek Council approval of fees that will not count toward Council approved tuition ceilings, provided revenue from such fees are used to support asset preservation projects.

In response to a request to allow institutions greater flexibility in terms of nonresident student pricing, on October 31, 2019, the Council approved an amended nonresident student tuition policy, which allows an institution to enter into a Memorandum of Understanding with the Council and charge nonresident students at a level where the average revenue generated from nonresident students falls below 130 percent of the published in-state student sticker price.

After consulting with campus presidents and chief budget officers, and after allowing sufficient time for input from Council members, CPE staff is not recommending any changes to the current tuition policy at this time. Therefore, staff recommends that the Finance Committee endorse for full Council approval the attached *2023-24 Tuition and Mandatory Fee Policy* (Attachment A). Once approved by the full Council, this document will facilitate the submission and assessment of campus tuition and fee proposals for academic year 2023-24.

A copy of a revised *2023-24 Tuition Setting Timeline* is provided for Council information in Attachment B.

Council Postsecondary Education
Tuition and Mandatory Fee Policy
Academic Year 2023-24

The Council on Postsecondary Education is vested with authority under KRS 164.020 to determine tuition at public postsecondary education institutions in the Commonwealth of Kentucky. Kentucky's goals of increasing educational attainment, promoting research, assuring academic quality, and engaging in regional stewardship must be balanced with current needs, effective use of resources, and prevailing economic conditions. For the purposes of this policy, mandatory fees are included in the definition of tuition. During periods of relative austerity, the proper alignment of the state's limited financial resources requires increased attention to the goals of the *Kentucky Postsecondary Education Improvement Act of 1997* (HB 1) and the Strategic Agenda for Kentucky Postsecondary and Adult Education.

Fundamental Objectives

▪ Funding Adequacy

HB 1 states that Kentucky shall have a seamless, integrated system of postsecondary education, strategically planned and adequately funded to enhance economic development and quality of life. In discharging its responsibility to determine tuition, the Council, in collaboration with the institutions, seeks to balance the affordability of postsecondary education for Kentucky's citizens with the institutional funding necessary to accomplish the goals of HB 1 and the Strategic Agenda.

▪ Shared Benefits and Responsibility

Postsecondary education attainment benefits the public at large in the form of a strong economy and an informed citizenry, and it benefits individuals through elevated quality of life, broadened career opportunities, and increased lifetime earnings. The Council and the institutions believe that funding postsecondary education is a shared responsibility of state and federal governments, students and families, and postsecondary education institutions.

▪ Affordability and Access

Since broad educational attainment is essential to a vibrant state economy and to intellectual, cultural, and political vitality, the Commonwealth of Kentucky seeks to ensure that postsecondary education is broadly accessible to its citizens. The Council and the institutions are committed to ensuring that college is affordable and accessible to all academically qualified Kentuckians with particular emphasis on adult learners, part-time students, minority students, and students from low- and moderate-income backgrounds.

The Council believes that no citizen of the Commonwealth who has the drive and ability to succeed should be denied access to postsecondary education in Kentucky because of inability to pay. Access should be provided through a reasonable combination of savings, family contributions, work, and financial aid, including grants and loans.

In developing a tuition and mandatory fees recommendation, the Council and the institutions shall work collaboratively and pay careful attention to balancing the cost of attendance— including tuition and mandatory fees, room and board, books, and other direct and indirect costs—with students' ability to pay by taking into account (1) students' family and individual income; (2) federal, state, and institutional scholarships and grants; (3) students' and parents' reliance on loans; (4) access to all postsecondary education alternatives; and (5) the need to enroll and graduate more students.

- Effective Use of Resources

Kentucky's postsecondary education system is committed to using the financial resources invested in it as effectively and productively as possible to advance the goals of HB 1 and the Strategic Agenda, including undergraduate and graduate education, engagement and outreach, research, and economic development initiatives. The colleges and universities seek to ensure that every dollar available to them is invested in areas that maximize results and outcomes most beneficial to the Commonwealth and its regions. It is anticipated that enactment of Senate Bill 153, the *Postsecondary Education Performance Funding Bill,* during the 2017 legislative session will provide ongoing incentives for increased efficiency and productivity within Kentucky's public postsecondary system. The Council's Strategic Agenda and funding model metrics will be used to monitor progress toward attainment of both statewide and institutional HB 1 and Strategic Agenda goals.

- Attracting and Importing Talent to Kentucky

It is unlikely that Kentucky can reach its 2030 postsecondary education attainment goal by focusing on Kentucky residents alone. The Council and the institutions are committed to making Kentucky institutions financially attractive to nonresident students, while recognizing that nonresident undergraduate students should pay a significantly larger proportion of the cost of their education than do resident students. Tuition reciprocity agreements, which provide low-cost access to out-of-state institutions for Kentucky students that live near the borders of other states, also serve to attract students from surrounding states to Kentucky's colleges and universities.

A copy of the Council's nonresident student tuition and mandatory fee policy is contained in the paragraphs below. Going forward, Council staff will periodically review and evaluate the policy to determine its impact on attracting and retaining students that enhance diversity and the state's competitiveness.

Nonresident Student Tuition and Fees

The Council and the institutions believe that nonresident students should pay a larger share of their educational costs than do resident students. As such, published tuition

and fee levels adopted for nonresident students shall be higher than the prices for resident students enrolled in comparable programs of study.

In addition, every institution shall manage its tuition and fee rate structures, price discounting, and scholarship aid for out-of-state students, such that in any given year, the average net tuition and fee revenue generated per nonresident undergraduate student equals or exceeds130% of the annual full-time tuition and fee charge assessed to resident undergraduate students (i.e., the published in-state sticker price). As part of the tuition and fee setting process, staff shall monitor and report annually to the Council regarding compliance with this requirement.

The Council acknowledges that in some instances increasing nonresident student enrollment benefits both the Commonwealth and the institution. For this reason, exceptions to the 130% threshold may be requested through a Memorandum of Understanding (MOU) process and will be evaluated on a case-by-case basis by the Council. The main objective of the MOU process is to clearly delineate goals and strategies embedded in enrollment management plans that advance the unique missions of requesting institutions.

Special Use Fee Exception Policy

During the 2010-11 tuition setting process, campus officials requested that the Council consider excluding student-endorsed fees from its mandatory fee definition, thus omitting consideration of such fees when assessing institutional compliance with Council approved tuition and fee rate ceilings. Based on feedback received from institutional Chief Budget Officers (CBOs) at their December 2010 meeting, it was determined that there was general interest in treating student-endorsed fees differently from other mandatory fees.

In January and February 2011, Council staff collaborated with institutional presidents, CBOs, and their staffs in developing the following Special Use Fee Exception Policy:

- To the extent that students attending a Kentucky public college or university have deliberated, voted on, and requested that their institution's governing board implement a special use fee for the purposes of constructing and operating and maintaining a new facility, or renovating an existing facility, that supports student activities and services;

- And recognizing that absent any exemption, such student-endorsed fees, when implemented in the same year that the Council adopts tuition and fee rate ceilings, would reduce the amount of additional unrestricted tuition and fee revenue available for an institution to support its E&G operation;

- The Council may elect to award an exemption to its tuition and fee rate ceiling equivalent to all or a portion of the percentage increase resulting from imposition of the student-endorsed fee, provided said fee meets certain eligibility requirements.

Definitions

A student-endorsed fee is a mandatory flat-rate fee that has been broadly discussed, voted on, and requested by students and adopted by an institution's governing board, the revenue from which may be used to pay debt service and operations and maintenance expenses on new facilities, or capital renewal and replacement costs on existing facilities and equipment that support student activities and services, such as student unions, fitness centers, recreation complexes, health clinics, and/or tutoring centers.

Maintenance and Operations (M&O) expenses are costs incurred for the administration, supervision, operation, maintenance, preservation, and protection of a facility. Examples of M&O expenses include janitorial services, utilities, care of grounds, security, environmental safety, routine repair, maintenance, replacement of furniture and equipment, and property and facility planning and management.

Eligibility Criteria

A student-endorsed fee will continue to be a mandatory fee within the context of the Council's current mandatory fee definition and may qualify for an exemption from Council approved tuition and fee rate ceilings. Campus officials and students requesting an exemption under this policy must be able to demonstrate that:

- All enrolled students have been afforded ample opportunity to be informed, voice their opinions, and participate in the decision to endorse a proposed fee. Specifically, it must be shown that fee details have been widely disseminated, broadly discussed, voted on while school is in session, and requested by students.

- For purposes of this policy, voted on means attaining:
  a) a simple majority vote via campus-wide referendum, with a minimum of one-quarter of currently enrolled students casting ballots;
  b) a three-quarters vote of elected student government representatives; or
  c) a simple majority vote via campus-wide referendum, conducted in conjunction and coinciding with the general election of a student government president or student representative to a campus board of regents or board of trustees.

- The proposed fee and intended exemption request have been presented to, and adopted by, the requesting institution's governing board. It is anticipated that elected student government representatives will actively participate in board presentations.

- Revenue from such fees will be used to pay debt service and M&O expenses on new facilities, or capital renewal and replacement costs on existing facilities and equipment that support student activities and services, such as student unions, fitness centers, recreation complexes, health clinics, and/or tutoring centers. The Council expects these uses to be fully explained to students prior to any votes endorsing a fee.

- In any given year, the impact of a student-endorsed fee on the overall increase in tuition and mandatory fees for students and their families will be reasonable. It may be appropriate to phase in the exemption over multiple years to maintain affordability and access.

- Requests for student-endorsed exemptions are infrequent events. The Council does not expect requests for exemptions under this policy to occur with undue frequency from any single institution and reserves the right to deny requests that by their sheer number are deemed excessive.

- A plan is in place for the eventual reduction or elimination of the fee upon debt retirement, and details of that plan have been shared with students. The Council does not expect a fee that qualifies for an exemption under this policy to be assessed at full rate in perpetuity. Such fees should either terminate upon completion of the debt or, in the case of new facilities, may continue at a reduced rate to defray ongoing M&O costs. In either case, to qualify for an exemption, students should be fully aware of the extent of their obligation prior to any votes endorsing a fee.

Exemption Process

Requests for an exemption under this policy will be evaluated on a case-by-case basis. To initiate the process:

- The requesting institution will notify Council staff of any pending discussions, open forums, referendums, or student government actions pertaining to a proposed special use fee and discuss fee details with Council staff as needed.

- After a fee has been endorsed by student referendum or through student government action and approved by the institution's governing board, campus officials and students will submit a written exemption request to the Council for its consideration.

- Council staff will review the request, assess whether or not the proposed fee qualifies for an exemption, and make a recommendation to the Council.

To facilitate the exemption request process, requesting institutions and students are required to provide the Council with the following information:

- Documents certifying that the specific project and proposed fee details have been widely disseminated, broadly discussed, voted on, and requested by students, as well as adopted by the institution's governing board.

- Documents specifying the fee amount, revenue estimates, uses of revenue, impact on tuition and fees during the year imposed (i.e., percentage points above the ceiling), and number of years the fee will be in place.

- Documents identifying the project's scope, time frame for completion, debt payment schedule, and plan for the eventual reduction or elimination of the fee upon debt retirement.

Asset Preservation Fee Exception Policy

During the 2017-18 tuition setting process, campus officials asked if the Council would consider allowing institutions to assess a new student fee, dedicated to supporting expenditures for asset preservation and renovation projects, that would be treated as being outside the tuition and fee caps set annually by the Council. Staff responded that it was too late in the process to allow for a full vetting of a proposed change to the Council's Tuition and Mandatory Fee Policy prior to the Council adopting tuition ceilings at the March 31, 2017 meeting. In addition, staff wanted to explore the possibility of adopting a system-wide asset preservation fee that would benefit and address asset preservation needs at every public postsecondary institution.

In August 2017, staff determined that there was general interest among campus officials to pursue a change in tuition policy that would allow each institution the option to implement a student fee for asset preservation, if its administrators and governing board chose to do so, that would be exempted from Council approved tuition and fee ceilings. In September and October, Council staff worked with campus presidents, chief budget officers, and Budget Development Work Group members to develop the Asset Preservation Fee Exception Policy described below.

- Given that in 2007, Council and postsecondary institution staffs contracted with Vanderweil Facilities Advisors, Inc. (VFA) and Paulien and Associates to conduct a comprehensive assessment of Kentucky's public postsecondary education facilities to determine both system and individual campus needs for new and expanded space, asset preservation and renovation, and fit-for-use capital projects;

- Given that in 2013, VFA adjusted the data from its 2007 study to account for continuing aging of postsecondary facilities and rising construction costs, and projected that the cumulative need for asset preservation and fit-for-use expenditure would grow to $7.3 billion within the 2017 to 2021 timeframe;

- Given that over the past five biennia, 2008-10 through 2016-18, the Commonwealth of Kentucky has appropriated a total of $262.0 million for its public colleges and universities to address asset preservation and renovation and fit-for-use projects, representing about 3.6% of the total cumulative need identified by VFA;

- Given that in late summer 2017, the Council and postsecondary institutions concluded that one reasonable course of action to begin to address the overwhelming asset preservation and renovation and fit-for-use needs was through sizable and sustained investment in existing postsecondary facilities, which could be accomplished through a cost sharing arrangement involving the state, postsecondary institutions, and students and families;

- Given that the best way to ensure the ongoing commitment and participation of students and families in a cost-sharing partnership to address asset preservation and renovation needs is through the implementation of an optional dedicated student fee;

- Given that such an asset preservation fee, when implemented in the same year that the Council adopts a tuition and fee rate ceiling, would reduce the amount of additional unrestricted tuition and fee revenue available for an institution to support its E&G operation;

- The Council may elect to award an exemption to its tuition and fee rate ceiling of up to $10.^{00} per credit hour at the public universities, capped at 15 credit hours per semester for undergraduate students, for a dedicated student fee that supports asset preservation and renovation projects related to the instructional mission of the institution;

- The Council may elect to award an exemption to its tuition and fee rate ceiling of up to $5.00 per credit hour at KCTCS institutions, capped at 15 credit hours per semester, for a dedicated student fee that supports asset preservation and renovation projects related to the instructional mission of the institution.

<u>Definition</u>

An asset preservation fee is a mandatory, flat-rate fee that has been approved by an institution's governing board, the revenue from which shall either be expended upon collection on asset preservation and renovation and fit-for-use capital projects or used to pay debt service on agency bonds issued to finance such projects, that support the instructional mission of the institution. Thus, by definition, fee revenue and bond proceeds derived from such fees shall be restricted funds for the purposes of financing asset preservation and renovation projects. As a mandatory fee, an asset preservation fee may be assessed to students regardless of degree level or program or full-time or part-time status.

<u>Eligibility Criteria</u>

An asset preservation fee may qualify for an exemption from Council approved tuition and fee rate ceilings, provided the following criteria are met:

- The proposed asset preservation project(s) and related fee shall be approved by the requesting institution's governing board.

- Revenue from the fee may either be expended upon collection on asset preservation and renovation or fit-for-use projects, accumulated to meet a specific project's scope, or used to pay debt service on agency bonds or other instruments used to finance such projects.

- Both the direct expenditure of fee revenue and the expenditure of agency bond funds generated by the fee may be used to meet matching requirements on state

bond funds issued for asset preservation projects. In previous biennia, state leaders have required a dollar-for-dollar institutional match on state-funded asset preservation pools.

- In any given academic year, the impact of implementing an asset preservation fee, when combined with a tuition and fee increase supporting campus operations, will be reasonable for Kentucky students and families. For the purposes of this policy exemption, the Council shall determine whether a proposed asset preservation fee, in combination with a tuition and fee increase allowed under a Council-approved tuition ceiling, is reasonable. This assessment will be made within the context of state economic and budgetary conditions, institutional resource needs, and affordability concerns at the time.

- Depending on the outcome of the aforementioned assessment, it may be appropriate to phase in a requested fee over multiple years to maintain affordability and access.

- The Council does not expect a fee that qualifies for an exemption under this policy to remain in effect in perpetuity. To be eligible for an exemption, the requesting institution must have a plan in place for the eventual elimination of a proposed asset preservation fee within 25 years of its initial implementation date.

Exemption Process

The Council will evaluate requests for a fee exemption under this policy on a case-by- case basis. To initiate the process:

- An institution's governing board must approve the proposed asset preservation project(s) and related student fee.

- Campus officials must submit to the Council a copy of that board approval, along with a written request to exempt the asset preservation fee from Council tuition and fee ceilings.

- Council staff will review the request, assess whether or not the proposed project(s) and related fee qualify for an exemption, and make a recommendation to the Council.

To facilitate the exemption-request review process, a requesting institution shall provide the Council with the following information:

- Documents certifying that the specific asset preservation project(s) financed and proposed fee details have been approved by the institution's governing board.

- Documents specifying the fee amount, anticipated implementation date, revenue projections, uses of revenue, number of years the fee will be in place, and impact on tuition in year imposed (i.e., percentage points above ceiling).

- Documents identifying the project's scope, its timeframe for completion, debt payment schedule, and plan for the eventual elimination of the fee upon debt retirement.

Periodic Reporting

- Upon request by the Council, the postsecondary institutions will provide documentation certifying the date an asset preservation fee was implemented, annual amounts of fee revenue generated to date, uses of fee revenue, the amount of fee revenue or agency bond funds used to meet state matching requirements on asset preservation project appropriations, and the number of years the fee will remain in place.

Ongoing Usage

- Once an Asset Preservation Fee is approved by the Council, revenue generated from the fee may be used for ongoing asset preservation, renovation and fit-for-use projects with institutional board approval.

- Asset preservation, renovation and fit-for-use project(s) financed with asset preservation fee revenue shall comply with all statutory requirements pertaining to the approval of capital projects (KRS 45.750, KRS 45.763, KRS 164.020 (11) (a), KRS 164A.575).

Council on Postsecondary Education
2023-24 Tuition Setting Timeline

Dec – Jan — Council staff will work with campus chief budget officers (CBOs) to identify any proposed changes to the Council's underline current 2022-23 Tuition and Mandatory Fee Policy and to develop a Preliminary 2023-24 Tuition Setting Timeline.

Jan 11, 2023 — Presidents' Meeting – Council staff will share the current 2022-23 Tuition and Mandatory Fee Policy and Preliminary 2023-24 Tuition Setting Timeline with campus presidents and potential changes will be discussed.

Jan 17, 2023 — CBO Meeting – Council staff and CBOs will review and discuss proposed changes to the tuition and fee policy and preliminary timeline.

Jan 24, 2023 — Finance Committee Meeting – Council staff will share the current 2022-23 Tuition and Mandatory Fee Policy and Preliminary 2023-24 Tuition Setting Timeline with committee members and potential changes will be discussed.

Jan 27, 2023 — CPE Meeting – The Chair of the Finance Committee will update the Council regarding any potential changes to the current 2022-23 Tuition and Mandatory Fee Policy and will share the Preliminary 2023-24 Tuition Setting Timeline.

Feb – Mar — Council staff will identify key issues that could impact the 2023-24 tuition-setting cycle and update policy relevant data in the areas of funding adequacy, shared benefits and responsibility, affordability and access, effective use of resources, and attracting and importing talent. Campus officials will collect and submit data on fixed cost increases, tuition and fee revenue estimates, potential impacts of a tuition increase, anticipated uses of tuition and fee revenue, and budgeted student financial aid expenditures.

Feb 1, 2023 — Presidents' Meeting – Council staff will share any proposed changes to the current 2022-23 Tuition and Mandatory Fee Policy and will finalize the 2023-24 Tuition Setting Timeline with campus presidents.

Feb 15, 2023 — CBO Meeting — Council staff and campus CBOs will review and discuss key issues and other policy relevant data that could impact the 2023-24 tuition-setting cycle and will begin discussing proposed tuition and mandatory fee ceilings for academic year 2023-24.

Feb 22, 2023 — *Deadline* for campus submission of fixed cost and tuition revenue data.

Feb 22, 2023 — CBO Meeting – Council staff and campus CBOs will review key issues and other policy relevant data, discuss proposed tuition and fee ceilings for academic year 2023-24, and finalize proposed changes to the Council's Tuition and Mandatory Fee Policy.

Mar 1, 2023   Presidents' Meeting – Council staff and campus presidents will review key issues and other policy relevant data, finalize tuition and fee ceiling recommendation for academic year 2023-24, and finalize proposed changes to the Council's Tuition and Mandatory Fee Policy (this meeting was cancelled by the presidents).

Mar 21, 2023   Finance Committee Meeting – Council staff will present the 2023-24 Tuition and Mandatory Fee Policy and recommended 2023-24 tuition and mandatory fee ceilings for committee review and action.

Mar 31, 2023   CPE Meeting – The Finance Committee Chair will present the 2023-24 Tuition and Mandatory Fee Policy and recommended 2023-24 tuition and mandatory fee ceilings for Council action.

Apr 5, 2023   Presidents' Meeting – If needed, Council staff and campus presidents will debrief regarding the Council's approved 2023-24 tuition and fee parameters.

Apr – May   Campus officials will submit to the Council proposed tuition and mandatory fee rates for all categories students, including rates by degree level (undergraduate and graduate), residency (in-state and out-of-state), and attendance status (full-time and part-time). The Council president will keep Council members updated regarding campus rate proposals.

May 3, 2023   Presidents' Meeting – Council staff will remind the presidents of an approaching deadline for submitting campus tuition and fee rate proposals.

May 19, 2023   *Deadline* for submitting campus tuition and fee rate proposals to the Council.

June 6, 2023   Finance Committee Meeting – Council staff will present campus tuition and mandatory fee rate proposals for committee review and action.

Jun 9, 2023   CPE Meeting – The Finance Committee Chair will present campus 2023-24 tuition and fee rate proposals for Council action.

TITLE: Tuition and Mandatory Fee Recommendation for Academic Years 2023-24 and 2024-25

RECOMMENDATION: The Finance Committee recommends the Council approve proposed tuition and mandatory fee recommendations for the 2023-24 and 2024-25 academic years.

PRESENTER: Eric Farris, Chair of the Finance Committee

COMMITTEE REVIEW & APPROVAL

The Finance Committee reviewed and approved the following Tuition and Mandatory Fee recommendations at its March 21, 2023, meeting:

Resident undergraduate tuition and mandatory fee ceilings for academic years 2023-24 and 2024-25 that equate to:
- A maximum base rate increase of no more than 5.0 percent over two years, and a maximum increase of no more than 3.0 percent in any one year, for public research and comprehensive universities.
- A maximum base rate increase of no more than $7.00 per credit hour over two years, and a maximum increase of no more than $4.00 per credit hour in any one year, for students attending KCTCS institutions.

It is further recommended that the public institutions be allowed to submit for Council review and approval:
- Nonresident undergraduate tuition and fee rates that comply with the Council's *Tuition and Mandatory Fees Policy*, or otherwise adhere to provisions of an existing Memorandum of Understanding between the Council and an institution.
- Market competitive tuition and fee rates for graduate and online courses.

BACKGROUND INFORMATION

Council staff used a collaborative process to develop its tuition and mandatory fee recommendation for academic years 2023-24 and 2024-25, which included sharing

information and engaging in discussions with campus presidents, chief budget officers, and Council members. Based on feedback from multiple stakeholders and recognizing that many Kentucky students and families and the state's postsecondary institutions are coping with the effects of inflation, there is general sentiment that increases in resident undergraduate tuition and fees should be moderate in academic years 2023-24 and 2024-25 to support a necessary balance between the ability of students and families to pay for college and resources required for the institutions to maintain quality academic programs, address cost increases, and support ongoing progress toward the state's 60x30 college attainment goal.

For this tuition-setting cycle, CPE staff and campus officials agreed that staff's recommendation should include tuition and fee ceilings for the next two academic years (i.e., 2023-24 and 2024-25). There is historical precedent for this approach. Three times over the past nine years the Council has adopted two-year ceilings, including academic years 2014-15 and 2015-16, 2018-19 and 2019-20, and 2021-22 and 2022-23. Using a two-year approach facilitates strategic planning and budgeting at the postsecondary institutions and makes college costs more predictable for students and families.

KEY ISSUES

Over the past four months, Council staff and campus officials identified and discussed several key issues that were relevant during the development of staff's tuition and fee recommendation, including: (a) the level of state support for campus operations; (b) a pending reduction in the state's pension subsidy; (c) relatively low tuition increases in recent years; (d) the impact of inflationary cost increases; (e) recent trends in college spending; (f) declining college going rates of Kentucky high school graduates; and (g) persistent decreases in student enrollment at nearly every public postsecondary institution. Each of these subjects is described in detail below.

State Funding

On April 13, 2022, the Kentucky General Assembly passed a state budget for fiscal years 2022-23 and 2023-24 that provided the first significant increase in state support for postsecondary institution operations in more than a decade. Although the enacted budget provided $80 million new dollars to institutions in the first year of the biennium, there was no increase provided in the second year. Specifically, after deducting debt service and mandated program appropriations, the public postsecondary institutions, individually and in the aggregate, will receive the same level of adjusted net General Fund (or Formula Base) in 2023-24 that they received in 2022-23 (see Table 1).

Kentucky Public Postsecondary System				Table 1
Change in State Funds for Educating Students				
Between Fiscal Years 2022-23 and 2023-24				
Funding Category	Fiscal 2022-23 General Fund	Fiscal 2023-24 General Fund	Dollar Change	Percent Change
Adjusted Net General Fund [1]	$749,740,900	$749,740,900	$0	0.0%
Performance Fund	97,307,100	97,307,100	0	0.0%
Funds for Educating Students	$847,048,000	$847,048,000	$0	0.0%

[1] The adjusted net General Fund appropriation (a.k.a., the Formula Base) is calculated by deducting debt service and mandated program funds from each institution's regular appropriation.

In addition, the amount appropriated to the Postsecondary Education Performance Fund, which ultimately is distributed among institutions in accordance with statutorily determined funding models (KRS 164.092), will remain unchanged at $97,307,100 each year of the biennium. Finally, between 2022-23 and 2023-24, the amount of state funds available for educating students (i.e., the formula base plus performance funding) will remain unchanged at $847,048,000 each year.

Pension Subsidy

Beginning with the 2012-13 tuition-setting cycle, and in every cycle since, CPE staff has explicitly considered the impact of required increases in retirement system contributions on postsecondary institution operating budgets. This approach was necessitated by large and frequently unfunded increases in Kentucky Employees Retirement System (KERS) employer-paid retirement contributions that were required by the state.

In fiscal year 2021-22, the General Assembly appropriated $22.1 million in new funding to support the transition of comprehensive universities (except for NKU) and KCTCS to a level-dollar allocation method for determining KERS pension contributions. These funds were intended to cover 100 percent of the marginal cost increase in employer paid pension contributions in 2021-22, using projections based on an actual 2019-20 employer contribution base.

Kentucky Public Postsecondary Institutions				Table 2
Change in Kentucky Employee Retirement System Subsidy [1]				
Between Fiscal Years 2022-23 and 2023-24				
Institution	Fiscal 2022-23 General Fund	Fiscal 2023-24 General Fund	Dollar Change	Percent Change
UK	NA	NA	--	--
UofL	NA	NA	--	--
EKU	$8,909,700	$8,023,100	($886,600)	-10.0%
KSU	558,200	503,400	(54,800)	-9.8%
MoSU	4,913,000	4,411,800	(501,200)	-10.2%
MuSU	3,270,900	2,929,600	(341,300)	-10.4%
NKU	NA	NA	--	--
WKU	3,592,500	3,237,200	(355,300)	-9.9%
KCTCS	854,900	765,200	(89,700)	-10.5%
Total	$22,099,200	$19,870,300	($2,228,900)	-10.1%

House Bill 8 (2021, Regular Session), which established this pension subsidy, also included a schedule for reducing the subsidy by 50% over a five-year period (i.e., participating institutions would receive 10% less funding each year until the total subsidy reached $11.0 M). While the reduction in subsidy funding was delayed by the legislature for one year, the $22.1 million subsidy provided in 2022-23 will be reduced by 10%, or $2.2 million, in 2023-24. The budgetary impact of this reduction is not inconsequential for participating institutions. As can be seen in Table 2, the reductions in pension subsidy range from a low of -$89,700 at KCTCS to a high of -$886,600 at EKU.

Recent Tuition Increases

Another issue that CPE staff considered this tuition-setting cycle was the relatively low level of tuition and fee increases that Kentucky colleges and universities adopted over the past four years. As can be seen in Chart 1, in the seven years between 2012-13 and 2018-19, resident undergraduate tuition and fees at the state's public postsecondary institutions increased at an average annual rate of 4.1 percent per year; but in the four years since, tuition and fees for resident undergraduates grew at an average annual rate of 1.4 percent per year, or about one-third of the prior period's CAGR.

Kentucky Public Postsecondary System
Annual Change in Resident Undergraduate Tuition and Fees
Academic Years 2012-13 through 2022-23

Chart 1

Source: Council on Postsecondary Education, Finance and Budget Unit.   CAGR = Compound Annual Growth Rate
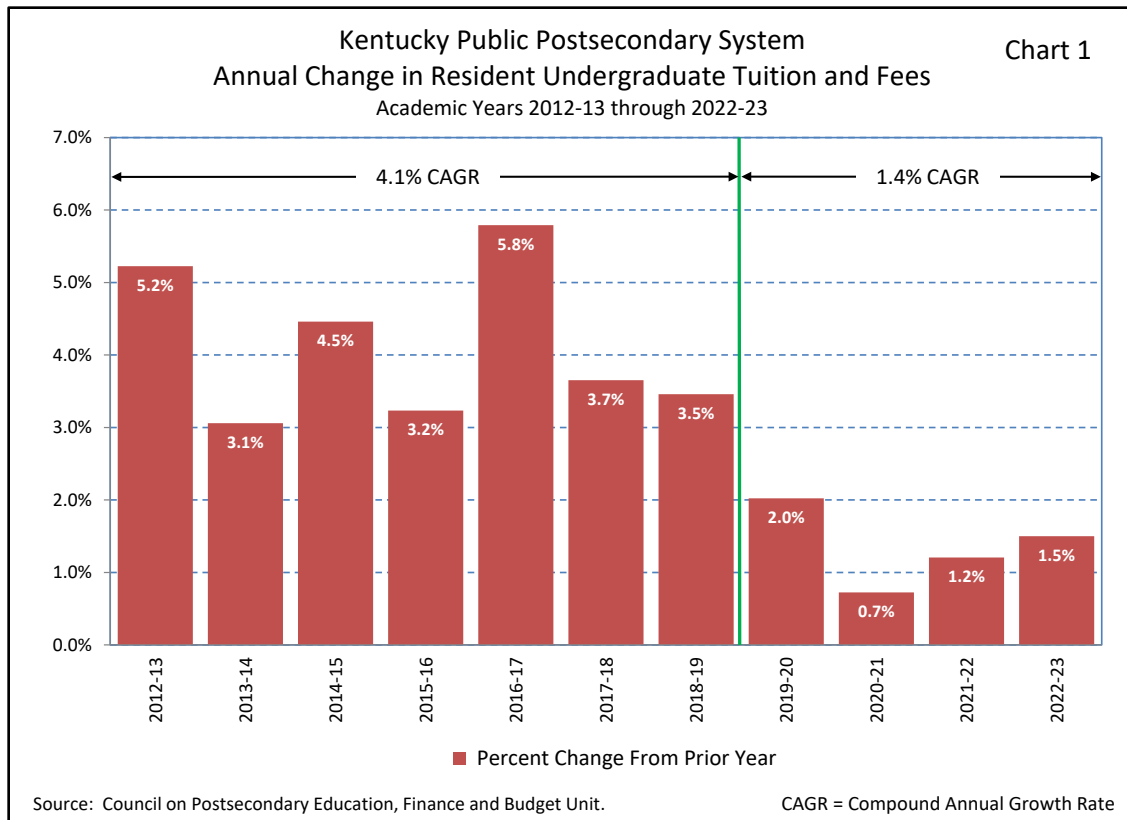
The difference in average growth rates between these two periods was heavily influenced by Council tuition and fee ceilings and reflected the priority of maintaining affordability for Kentucky students and families in the face of declining college going rates and persistent decreases in student enrollment.

Impact of Inflation

Another important factor this tuition-setting cycle was the impact of rising costs on campus operating budgets. In 2022, inflation measured using the Commonfund Institute's Higher Education Price Index (HEPI) registered 5.2%, its highest level in more than 20 years. Index cost factors exhibiting the largest increases that year were service employees (up 8.6%), supplies and materials (up 21.5%), and utilities (up 43.1%). To put this statistic in perspective, in no single year between 2008 and 2021 did growth in the HEPI exceed 3.0%. The compound annual growth rate in inflation over that time period was 2.3%.

Inflation is a key issue every tuition cycle because the cost of educating students goes up every year and, for the most part, those cost increases are recurring. Fixed and unavoidable cost increases are receiving heighted scrutiny this cycle due to the magnitude of the increase in 2022 and expectations that cost increases will be high in

2023, as well. Inflation is also a key consideration in tuition setting because the main sources of funding for educating students are state appropriations and tuition and fee revenue. Table 3 below, which calculates the projected tuition increase needed to cover cost increases for the upcoming academic year, illustrates this point. Assuming that inflation increases by 3.1% (i.e., the five-year average HEPI), a 5.1% increase in tuition and fees would be required to cover the cost increases.

Kentucky Public Postsecondary System   Table 3
Projected Tuition Increase Needed to Cover Inflationary Costs
Academic Year 2023-24

Estimated Inflationary Cost Increase:
    Education and Related Spending (Fiscal 2021-22) $2,060,427,600
    Assumed Inflation Rate (5-Year Average HEPI)   X   3.1%

    Estimated Cost Increase $63,873,300

Projected Tuition Revenue (@ 1.0% Increase):
    Net Tuition and Fee Revenue (Fiscal 2021-22) $1,297,302,200
    Apply 1.0% Rate Factor   X   1.0%

    Projected Revenue Generated (@ 1.0%) $12,973,000

Tuition Increase Needed to Cover Costs:
    Estimated Cost Increase $63,873,300
    Change in State Support (Decrease +)   +   2,228,900

    Residual Cost Increase $66,102,200
    ÷
    Projected Revenue Generated (@ 1.0%)   12,973,000
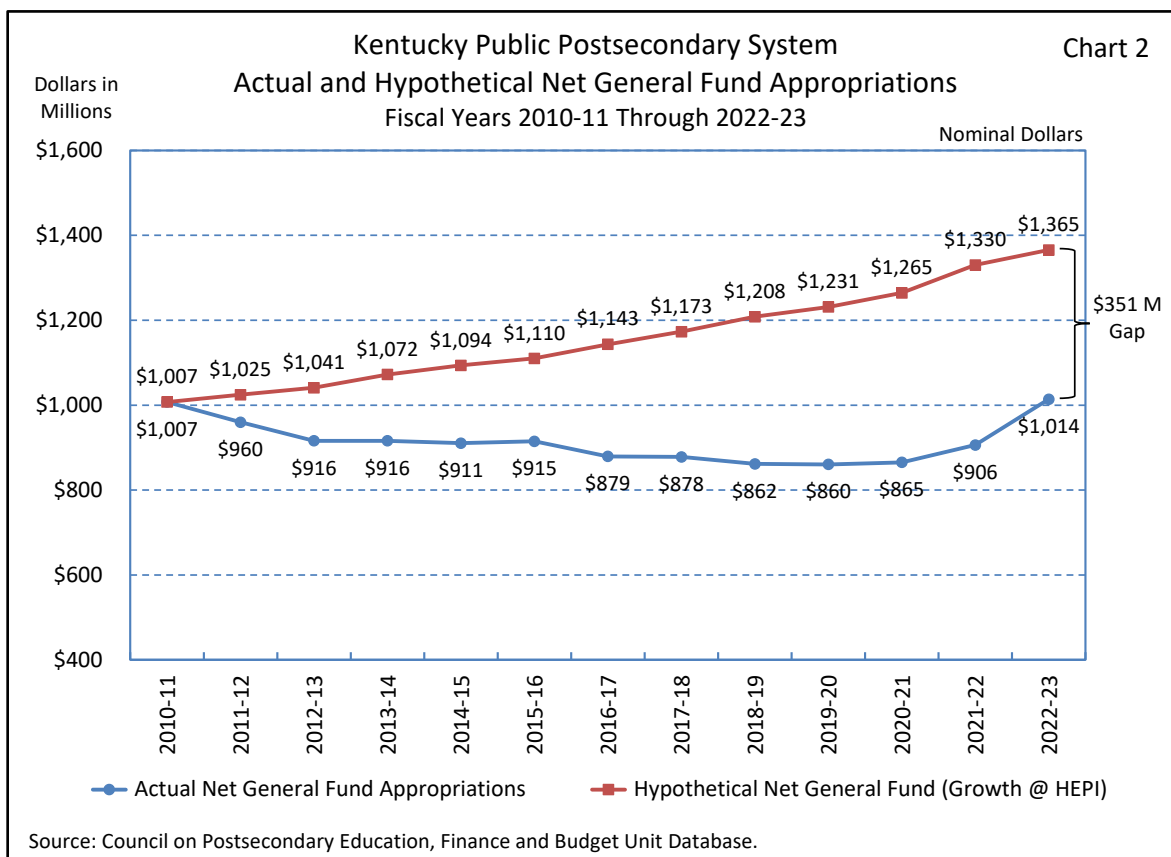
    Tuition Increase Multiple   5.1

The importance of state General Fund support for maintaining affordability for students and families cannot be overstated, as was illustrated in the previous table. But that support should not be a one-time occurrence. An examination of the HEPI over the past 20 years reveals that higher education cost factors, and thus the composite regression index, increase every year and those costs are recurring. It requires sustained state support over an extended time horizon to achieve the multiple and sometimes competing goals of college affordability, access, and academic quality.

Unfortunately, as can be seen in Chart 2 below, for more than a decade, state support for campus operations in Kentucky has not kept pace with inflation. Chart 2 compares actual net General Fund appropriations for Kentucky public postsecondary institutions (represented by the blue line) to hypothetical net General Fund appropriations allowed to grow at the rate of HEPI inflation (represented by the red line) for fiscal years 2010-

11 through 2022-23. This time frame is significant because by 2010-11 most states in the U.S. had begun reinvesting in higher education following the Great Recession.

As can be seen in Chart 2, between fiscal years 2010-11 and 2019-20, nominal net General Fund appropriations for Kentucky's public postsecondary system decreased seven out of nine years, falling from $1.007 billion to $860 million, respectively. Then, between 2020-21 and 2022-23, Kentucky began reinvesting in higher education, a turn of events that is very much appreciated by the Council and postsecondary institutions.

Just this year, the postsecondary institutions received, in total, a level of net General Fund appropriations (i.e., total appropriation less debt service for capital projects) that exceeded the 2010-11 funding level (i.e., $1.014 billion versus $1.007 billion). However, had the level of state support increased at the rate of inflation, the campuses would have received $1.365 billion in 2022-23, or $351 million more in state appropriations.

Kentucky Public Postsecondary System Chart 2
Actual and Hypothetical Net General Fund Appropriations
Fiscal Years 2010-11 Through 2022-23

Source: Council on Postsecondary Education, Finance and Budget Unit Database.

It is important to remind returning Council members and inform new ones that, despite stresses on campus budgets over the past decade, the Council has not allowed institutions to fully recover losses from state budget cuts or fully cover increased
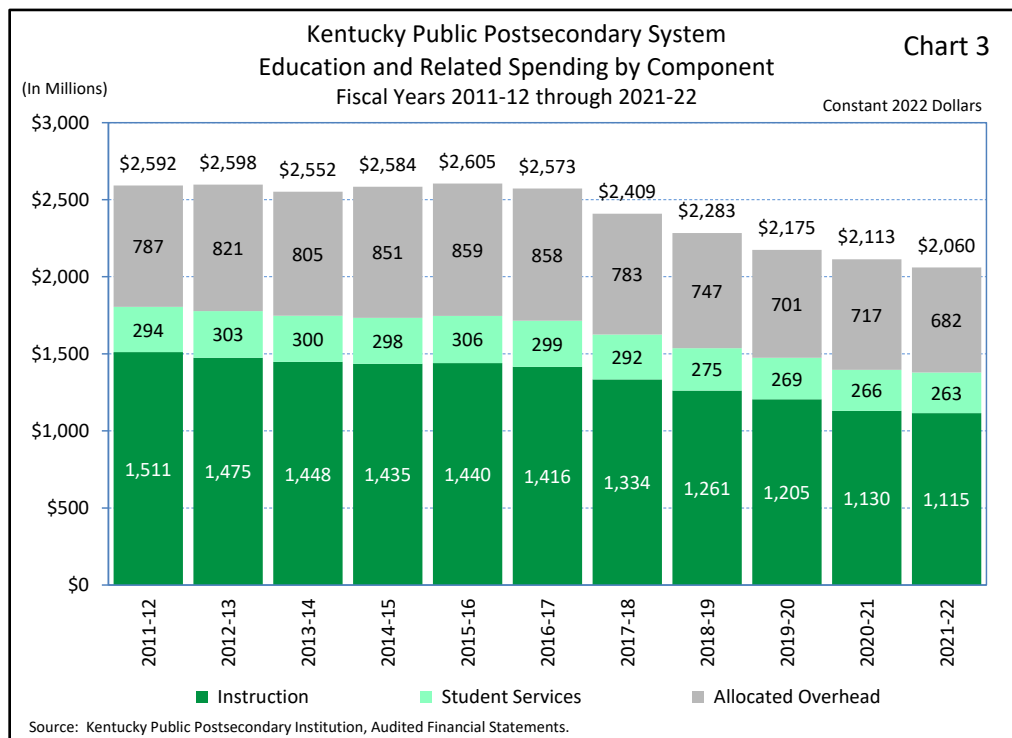
spending demands caused by inflation through higher tuition and fees. Rather, the funding gap has been addressed through campus cost savings and efficiencies.

College Spending

In recent years, the combination of relatively modest increases in tuition and fees and declining state support have taken a toll on campus operating budgets. An examination of trends in college spending at Kentucky's public postsecondary institutions helps illustrate this point.
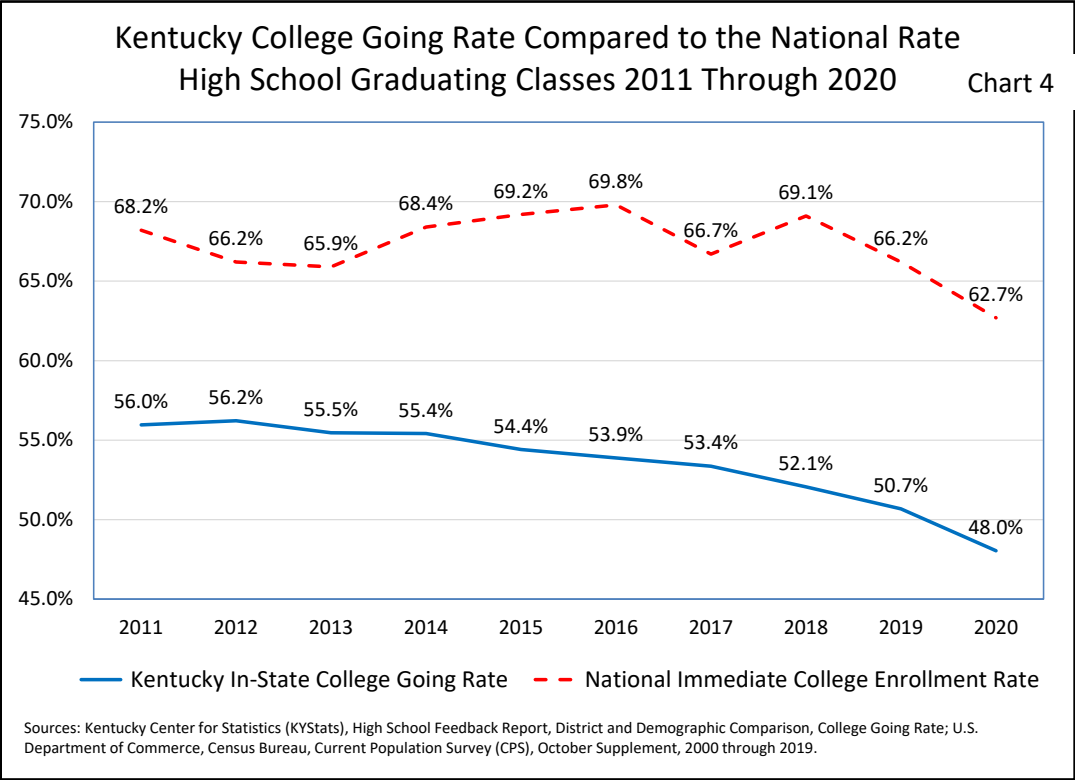
As can be seen in Chart 3, over the past decade, real spending to educate students at Kentucky public colleges and universities remained relatively flat for five years, but then declined. Specifically, between 2011-12 and 2015-16 real spending to educate students kept pace with inflation, but after 2015-16, it decreased six years in a row, falling from a high of $2.605 billion that year to $2.060 billion in 2021-22.

These data support the premise that declining state support coupled with Council tuition and fee ceilings have required Kentucky institutions to become more efficient. As previously mentioned, state appropriations and tuition and fees are the main sources of revenue available for educating students. Given the lack of state investment in higher education for much of the decade and given low tuition increases in recent years, the downward trend in college spending is not surprising. In fact, it is to be expected.

Kentucky Public Postsecondary System
Education and Related Spending by Component
Fiscal Years 2011-12 through 2021-22

Chart 3

(In Millions)

Constant 2022 Dollars

	Instruction	Student Services	Allocated Overhead	Total
2011-12	1,511	294	787	$2,592
2012-13	1,475	303	821	$2,598
2013-14	1,448	300	805	$2,552
2014-15	1,435	298	851	$2,584
2015-16	1,440	306	859	$2,605
2016-17	1,416	299	858	$2,573
2017-18	1,334	292	783	$2,409
2018-19	1,261	275	747	$2,283
2019-20	1,205	269	701	$2,175
2020-21	1,130	266	717	$2,113
2021-22	1,115	263	682	$2,060

Source: Kentucky Public Postsecondary Institution, Audited Financial Statements.

College Going Rates

The trend in college going rates among Kentucky high school graduates was added to the list of key issues for the 2023-24 tuition cycle. Maintaining or increasing the college participation rate is an important determinant in maintaining enrollment and helping the state meet its 60 percent college attainment goal by the year 2030. Unfortunately, in recent years, college-going rates in Kentucky have been trending in the wrong direction.

Kentucky College Going Rate Compared to the National Rate High School Graduating Classes 2011 Through 2020 — Chart 4

Sources: Kentucky Center for Statistics (KYStats), High School Feedback Report, District and Demographic Comparison, College Going Rate; U.S. Department of Commerce, Census Bureau, Current Population Survey (CPS), October Supplement, 2000 through 2019.

As can be seen in Chart 4, Kentucky's in-state college going rate (represented by the blue line) has declined steadily over the past decade. After peaking at 56.2% for the high-school graduating class of 2012, the state's college participation rate decreased eight years in a row to a low of 48.0% in 2020, resulting in a loss of more than 8 percentage points during this period. While the COVID-19 pandemic likely contributed to the 2.7 percentage point decrease between 2019 and 2020, that one-year change represents the continuation of a longer-term trend of declining rates.

To a degree, the decline in Kentucky college going rates mirrors a broader trend that occurred at the national level during this period. As can be seen in Chart 4, the national immediate college enrollment rate (represented by the red line) decreased from 68.2 percent in 2011 to 62.7 percent in 2020, a 5.5 percentage point decline. However, as

clearly shown in the chart, in any given year, Kentucky's college-going rate was well below the national average rate. In fact, it lagged the national average rate by somewhere between 10 to 17 percentage points every year during this decade.

Maintaining affordability for Kentucky students and families is an obvious strategy for trying to bolster college going rates and it is one that the Council and postsecondary institutions have pursued through the adoption of relatively modest tuition and fee ceilings (i.e., 1.4% CAGR over the past four years) and relatively generous provision of student financial aid, respectively.

Enrollment Trends

The direction and magnitude of changes in postsecondary institution enrollment have been key considerations in the tuition-setting process every year for at least the past four years. This is because the trend in student enrollment at most Kentucky colleges and universities over the past decade has been downward, but it is also because the Council adopted a resolution directing staff and campus officials to adopt strategies to halt and hopefully reverse the decline.

Specifically, on March 3, 2021, the Council's Executive Committee, operating under delegation of authority from the full Council, adopted a resolution, expressing concern about the potential effects of enrollment decline on the ability of the postsecondary system to meet the state's 60X30 attainment goal. The resolution charged CPE staff and campus leaders to implement bold actions and strategies to mitigate the near-term enrollment effects of COVID-19 and stem the tide of declining enrollment. One strategy for encouraging increased enrollment is maintaining affordability for students and families.

Unfortunately, as can be seen in Table 4, Kentucky comprehensive universities and KCTCS institutions have continued to experience steady enrollment declines. Between fall semesters 2013 and 2022, full-time equivalent (FTE) student enrollment decreased by 9,290 FTE students, or 15.6 percent, in the comprehensive university sector and fell by 11,314 FTE students, or 21.8 percent, in the two-year college sector. FTE student enrollment at the research universities increased by 4.1 percent during this period. As can be seen in Table 4, full-time equivalent student enrollment decreased by 18,708 students or about 12 percent for the system.

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Kentucky Public Postsecondary Sectors                          Table 4
Change in Full-Time Equivalent Student Enrollment
Between Fall Semesters 2013 and 2022
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Sector	Fall 2013 FTE Students	Fall 2022 FTE Students	Number Change	Percent Change
Research	46,349	48,245	1,896	4.1%
Comprehensives	59,597	50,307	(9,290)	-15.6%
KCTCS	51,866	40,552	(11,314)	-21.8%
System Total	157,812	139,104	(18,708)	-11.9%

While maintaining affordability is still a high priority for Council staff and campus officials, the lack of sustained state support for campus operations over the past decade combined with several years of modest tuition and fee increases has resulted in real declines in college spending, which if left unchecked, could lead to increased reliance on adjunct faculty, fewer sections of courses being taught, larger class sizes, and a diminished level of academic quality. For this reason, staff is recommending tuition ceilings in the moderate range for academic years 2023-24 and 2024-25 to achieve an appropriate balance between the resource needs of the institutions and affordability for students and families.

STAFF RECOMMENDATION

For the current tuition-setting cycle, staff recommends that the Council adopt two-year ceilings that will limit increases in resident undergraduate tuition and mandatory fees at Kentucky colleges and universities to predetermined amounts over the next two years.

Specifically, staff recommends that the Finance Committee approve, and endorse to the full Council, resident undergraduate tuition and mandatory fee ceilings for academic years 2023-24 and 2024-25 that equate to:

- A maximum base rate increase of no more than 5.0 percent over two years, and a maximum increase of no more than 3.0 percent in any one year, for public research and comprehensive universities.
- A maximum base rate increase of no more than $7.00 per credit hour over two years, and a maximum increase of no more than $4.00 per credit hour in any one year, for students attending KCTCS institutions.

In addition to proposing resident undergraduate rate ceilings for the next two years, staff recommends that the public institutions be allowed to submit for Council review and approval:

- Nonresident undergraduate tuition and fee rates that comply with the Council's *Tuition and Mandatory Fees Policy*, or otherwise adhere to provisions of an existing Memorandum of Understanding between the Council and an institution.

Finally, it is recommended that the public postsecondary institutions be allowed to submit for Council review and approval:

- Market competitive tuition and fee rates for graduate and online courses, as approved by their respective governing boards.

The paragraphs below contain four tables that show current-year base rates and the maximum allowable base rates for the universities and KCTCS for academic years 2023-24 and 2024-25. As a reminder, base rates are defined as total tuition and fee charges, minus any Special Use Fees or Asset Preservation Fees previously approved by the Council, and minus an existing agency bond fee at KCTCS (i.e., BuildSmart Investment for Kentucky Competitiveness Fee). Council staff deduct these fees from total tuition and fees before applying a percent increase parameter, which keeps the fees at a fixed amount each year until they expire.

Kentucky Public Universities				Table 5
Maximum Base Rate Increase for Resident Undergraduate Students				
Academic Year 2023-24				
Institution	Current 2022-23 Base Rates	Maximum 2023-24 Base Rates	One-Year Dollar Change	One-Year Percent Change
UK	$12,859	$13,245	$386	3.00%
UofL	12,324	12,694	370	3.00%
EKU	9,544	9,830	286	3.00%
KSU	8,654	8,914	260	3.00%
MoSU	9,308	9,587	279	3.00%
MuSU	9,432	9,715	283	3.00%
NKU	10,208	10,514	306	3.00%
WKU	10,912	11,239	327	3.00%

Note: Base rates do not include Special Use or Asset Preservation Fees approved previously by the Council, or a BuildSmart agency bond fee at KCTCS.

Table 5 shows the current-year base rate, maximum allowable base rate for academic year 2023-24, and one-year dollar and percent changes compared to the current-year base rate for each public university, using the recommended "no more than 3.0 percent in any one year" maximum increase parameter.

See Attachment A for detail regarding the maximum allowable total tuition and fee charges in 2023-24 for resident undergraduate students at each public university.

Table 6 shows the current-year base rate, maximum allowable base rate for academic year 2024-25, and two-year dollar and percent changes compared to the current-year base rate for each public university, using the recommended "no more than 5.0 percent over two years" maximum increase parameter.

Kentucky Public Universities				Table 6
Maximum Base Rate Increase for Resident Undergraduate Students				
Academic Year 2024-25				
Institution	Current 2022-23 Base Rates	Maximum 2024-25 Base Rates	Two-Year Dollar Change	Two-Year Percent Change
UK	$12,859	$13,502	$643	5.00%
UofL	12,324	12,940	616	5.00%
EKU	9,544	10,021	477	5.00%
KSU	8,654	9,087	433	5.00%
MoSU	9,308	9,773	465	5.00%
MuSU	9,432	9,904	472	5.00%
NKU	10,208	10,718	510	5.00%
WKU	10,912	11,458	546	5.00%

Note: Base rates do not include Special Use or Asset Preservation Fees approved previously by the Council, or a BuildSmart agency bond fee at KCTCS.

See Attachment A for detail regarding the maximum allowable total tuition and fee charges in 2024-25 for resident undergraduate students at each public university.

Kentucky Community and Technical College System Maximum Base Rate Increase for Resident Students Academic Year 2023-24				Table 7
Institution	Current 2022-23 Base Rates	Maximum 2023-24 Base Rates	One-Year Dollar Change	One-Year Percent Change
KCTCS (per credit hour)	$182.00	$186.00	$4.00	2.20%
KCTCS (per credit hour x 30)	$5,460	$5,580	$120	2.20%

Note: Base rates do not include Special Use or Asset Preservation Fees approved previously by the Council, or a BuildSmart agency bond fee at KCTCS.

Table 7 shows the current-year base rate, maximum allowable base rate for academic year 2023-24, and one-year dollar and percent changes compared to the current-year base rate for KCTCS institutions, using the recommended "no more than $4.00 per credit hour in any one year" maximum increase parameter.

See Attachment A for detail regarding the maximum allowable total tuition and fee charges in academic year 2023-24 for resident students attending KCTCS.

Table 8 shows the current-year base rate, maximum allowable base rate for academic year 2024-25, and two-year dollar and percent changes compared to the current-year base rate for each KCTCS institution, using the recommended "no more than $7.00 per credit hour over two years" maximum increase parameter.

Kentucky Community and Technical College System Maximum Base Rate Increase for Resident Students Academic Year 2024-25				Table 8
Institution	Current 2022-23 Base Rates	Maximum 2024-25 Base Rates	Two-Year Dollar Change	Two-Year Percent Change
KCTCS (per credit hour)	$182.00	$189.00	$7.00	3.85%
KCTCS (per credit hour x 30)	$5,460	$5,670	$210	3.85%

Note: Base rates do not include Special Use or Asset Preservation Fees approved previously by the Council, or a BuildSmart agency bond fee at KCTCS.

See Attachment A for detail regarding the maximum allowable total tuition and fee charges in academic year 2024-25 for resident students attending KCTCS.

Staff's recommendations and the maximum base rates shown above that stem from those recommendations are consistent with the objectives of the Council's *Tuition and Mandatory Fee Policy*, including funding adequacy, shared benefits and responsibility, affordability and access, attracting and importing talent, and effective use of resources.

If CPE staff's recommended parameters for academic years 2023-24 and 2024-25 are endorsed by the Finance Committee and approved by the full Council, and if governing boards at every university and KCTCS were to adopt the maximum allowable increases, the average annual increase in resident undergraduate base rates over the next two years will be 2.5 percent per year at Kentucky public research and comprehensive universities and 1.9 percent per year at KCTCS institutions.

Because Special Use Fees, Asset Preservation Fees, and a KCTCS BuildSmart Fee are backed out of base rates before applying the percent increase parameters, the average effective rates of increase in total tuition and fee charges will be lower (i.e., a maximum of 2.4 percent per year at public universities; and a maximum of 1.8 percent per year at KCTCS institutions).

INSTITUTION RATE PROPOSALS

It is anticipated that most postsecondary institutions will submit their proposed 2023-24 tuition and fee rates for review and approval at the June 6 meeting of the Finance Committee. CPE staff will recommend approval of resident undergraduate tuition and fees that comply with Council approved ceilings, nonresident undergraduate rates that comply with the Council's *2023-24 Tuition and Mandatory Fee Policy* or otherwise adhere to a previously approved Memorandum of Understanding, and market competitive rates for graduate and online courses.

Several institutions have informed staff that they will not bring their tuition and fee proposals for Finance Committee endorsement at the June 6 meeting and may have difficulty bringing them for the June 9 Council meeting. They have asked staff if the Council can provide an accommodation, either through scheduling a special called Council meeting to approve their rates, or by having the Council delegate authority to the Finance Committee or CPE staff to approve their rates.

Kentucky Public Postsecondary Institutions
Recommended Maximum Allowable Resident Undergraduate Tuition and Fees
Academic Year 2023-24

Institution	Current 2022-23 Tuition & Fees	Maximum 2023-24 Tuition & Fees	One-Year Dollar Change	One-Year Percent Change
UK	$12,859	$13,245	$386	3.00%
UofL	12,520	12,890	370	2.96%
EKU	10,144	10,430	286	2.82%
KSU	8,954	9,214	260	2.90%
MoSU	9,560	9,839	279	2.92%
MuSU	9,732	10,015	283	2.91%
NKU	10,592	10,898	306	2.89%
WKU	11,112	11,439	327	2.94%
KCTCS (per credit hour)	$190.00	$194.00	$4.00	2.11%
KCTCS (per credit hour x 30)	$5,700	$5,820	$120	2.11%

Academic Year 2024-25

Institution	Current 2022-23 Tuition & Fees	Maximum 2024-25 Tuition & Fees	Two-Year Dollar Change	Two-Year Percent Change
UK	$12,859	$13,502	$643	5.00%
UofL	12,520	13,136	616	4.92%
EKU	10,144	10,621	477	4.70%
KSU	8,954	9,387	433	4.84%
MoSU	9,560	10,025	465	4.86%
MuSU	9,732	10,204	472	4.85%
NKU	10,592	11,102	510	4.81%
WKU	11,112	11,658	546	4.91%
KCTCS (per credit hour)	$190.00	$197.00	$7.00	3.68%
KCTCS (per credit hour x 30)	$5,700	$5,910	$210	3.68%

Note: Charges shown are annual full-time comparison rates (exept for per credit hour rates),
    assuming a student takes 15 credit hours per semester (i.e., fall and spring) for a total of
    30 credit hours taken in an academic year.

Definitions:
    Tuition and fees include Special Use Fees at UofL, MoSU, NKU, and WKU, Asset Preservation
    Fees at EKU, KSU, MoSU, and MuSU, and BuildSmart agency bond fees at KCTCS.

Tuition and Fee Recommendation for Academic Years 2023-24 and 2024-25

Bill Payne, Vice President for Finance and Administration

Shaun McKiernan, Executive Director for Finance and Budget

March 31, 2023

Overview

Tuition and Fee Recommendation

- Background Information
- Proposed Parameters
- Rationale

Tuition Recommendation
Background Information

- Council staff used a collaborative process to develop its tuition and mandatory fee recommendation for academic years 2023-24 and 2024-25

- This included sharing information and engaging in discussions with campus presidents, chief budget officers, and Council members

- Council staff and campus officials considered a number of key issues this tuition cycle:
  - State Funding (Pension)
  - Recent Tuition Increases
  - Impact of Inflation
  - Trend in College Spending
  - College Going Rates
  - Enrollment Trends

- Based on feedback from multiple stakeholders, there is general sentiment that increases in tuition this cycle should be moderate

Tuition Recommendation
Background Information (Cont'd)

- Proposed parameters will help support a necessary balance between:

  - the ability of students and families to pay for college, and

  - resources required for institutions to address cost increases, maintain quality academic programs, and continue progress toward 60x30 goal

- CPE staff and campus officials agreed that tuition ceilings should be set for the next two years (i.e., academic years 2023-24 and 2024-25)

- Three times over past nine years the Council approved two-year ceilings

- Adopting two-year ceilings will:

  - facilitate strategic planning and budgeting at the institutions, and

  - make college costs more predictable for students and families

Tuition Recommendation
Proposed Parameters

Recommended that the Council approve resident undergraduate tuition and fee ceilings for 2023-24 and 2024-25 that equate to:

- Maximum base rate increases of no more than 5.0 percent over two years, and no more than 3.0 percent in any one year, for the public universities

- Maximum base rate increases of no more than $7.^{00} per credit hour over two years, and no more than $4.^{00} per credit hour in any one year, for KCTCS

It is further recommended that institutions be allowed to submit for approval:

- Nonresident undergraduate tuition and fees that comply with the Council's *2023-24 Tuition and Mandatory Fees Policy*, or an existing MOU between the Council and an institution

- Market competitive tuition and fee rates for graduate and online courses

Tuition Recommendation
Proposed Parameters (Cont'd)

Kentucky Public Postsecondary Institution
Maximum One-Year Base Rate Increases for Resident Undergraduates
Academic Year 2023-24

Institution	Current Year 2022-23 Base Rates	Maximum 2023-24 Base Rates	One-Year Dollar Change	One-Year Percent Change
UK	$12,859	$13,245	$386	3.00%
UofL	12,324	12,694	370	3.00%
EKU	$9,544	$9,830	$286	3.00%
KSU	8,654	8,914	260	3.00%
MoSU	9,308	9,587	279	3.00%
MuSU	9,432	9,715	283	3.00%
NKU	10,208	10,514	306	3.00%
WKU	10,912	11,239	327	3.00%
KCTCS (pch)	$182.00 (pch)	$186.00 (pch)	$4.00 (pch)	2.20%
KCTCS (pch x 30)	$5,460	$5,580	$120	2.20%

Note: Base rates do not include Special Use Fees or Asset Preservation Fees previously approved by the Council, or a BuildSmart agency bond fee at KCTCS.

Kentucky Public Postsecondary Institution
Maximum Two-Year Base Rate Increases for Resident Undergraduates
Academic Year 2024-25

Institution	Current Year 2022-23 Base Rates	Maximum 2024-25 Base Rates	Two-Year Dollar Change	Two-Year Percent Change
UK	$12,859	$13,502	$643	5.00%
UofL	12,324	12,940	616	5.00%
EKU	$9,544	$10,021	$477	5.00%
KSU	8,654	9,087	433	5.00%
MoSU	9,308	9,773	465	5.00%
MuSU	9,432	9,904	472	5.00%
NKU	10,208	10,718	510	5.00%
WKU	10,912	11,458	546	5.00%
KCTCS (pch)	$182.00 (pch)	$189.00 (pch)	$7.00 (pch)	3.85%
KCTCS (pch x 30)	$5,460	$5,670	$210	3.85%

Note: Base rates do not include Special Use Fees or Asset Preservation Fees previously approved by the Council, or a BuildSmart agency bond fee at KCTCS.
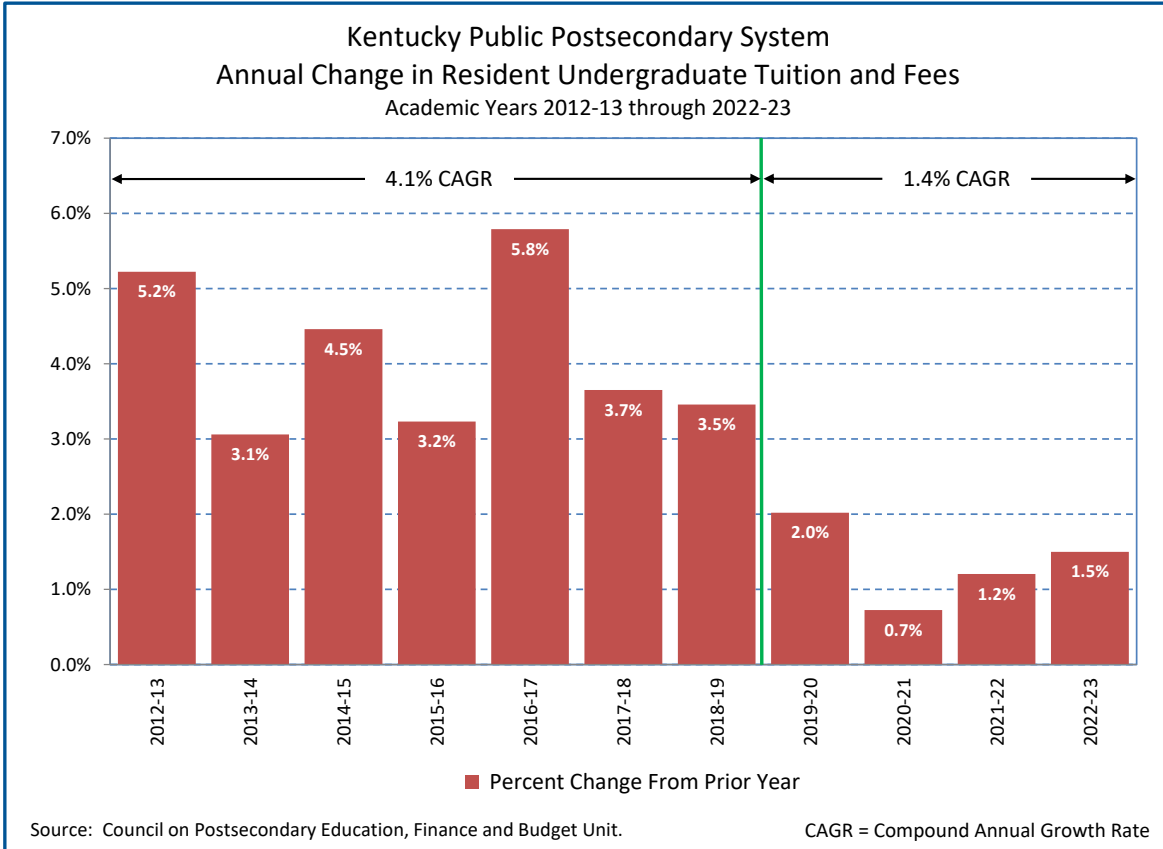
Tuition Recommendation
Rationale

- Over the past four years, maintaining affordability has been the predominant priority for the Council and campus officials

- To address declining college-going rates and decreases in enrollment, tuition and fee increases were kept at historic lows (i.e., 1.4% per year)

- Lack of sustained state support for campus operations combined with modest tuition increases resulted in real declines in college spending

- If left unchecked, this could lead to increased reliance on adjunct faculty, fewer sections of courses being taught, larger class sizes, and diminished academic quality

- For this reason, staff is recommending tuition ceilings in the moderate range for academic years 2023-24 and 2024-25
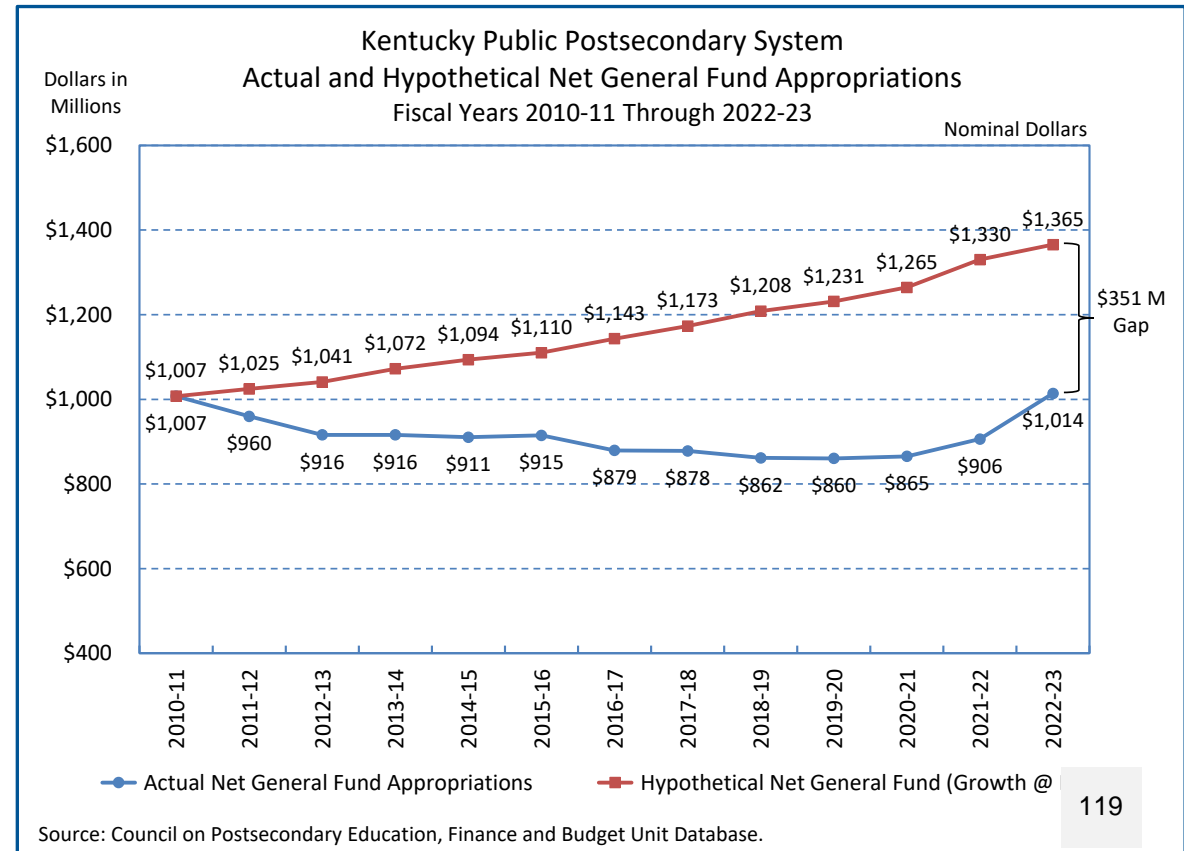
Tuition Recommendation
Rationale (Cont'd)

Kentucky Public Postsecondary System
Annual Change in Resident Undergraduate Tuition and Fees
Academic Years 2012-13 through 2022-23

Source: Council on Postsecondary Education, Finance and Budget Unit.   CAGR = Compound Annual Growth Rate

- Recent increases in resident undergraduate tuition and fees have been among the lowest in 20 years
- Over the past four years, tuition and fees increased by 1.4% per year, or about one-third the rate of the prior period

- After the Great Recession, around 2010-11, most states began reinvesting in higher education
- Rising Medicaid and prison costs and an underfunded pension system acted as constraints on Kentucky's state budget
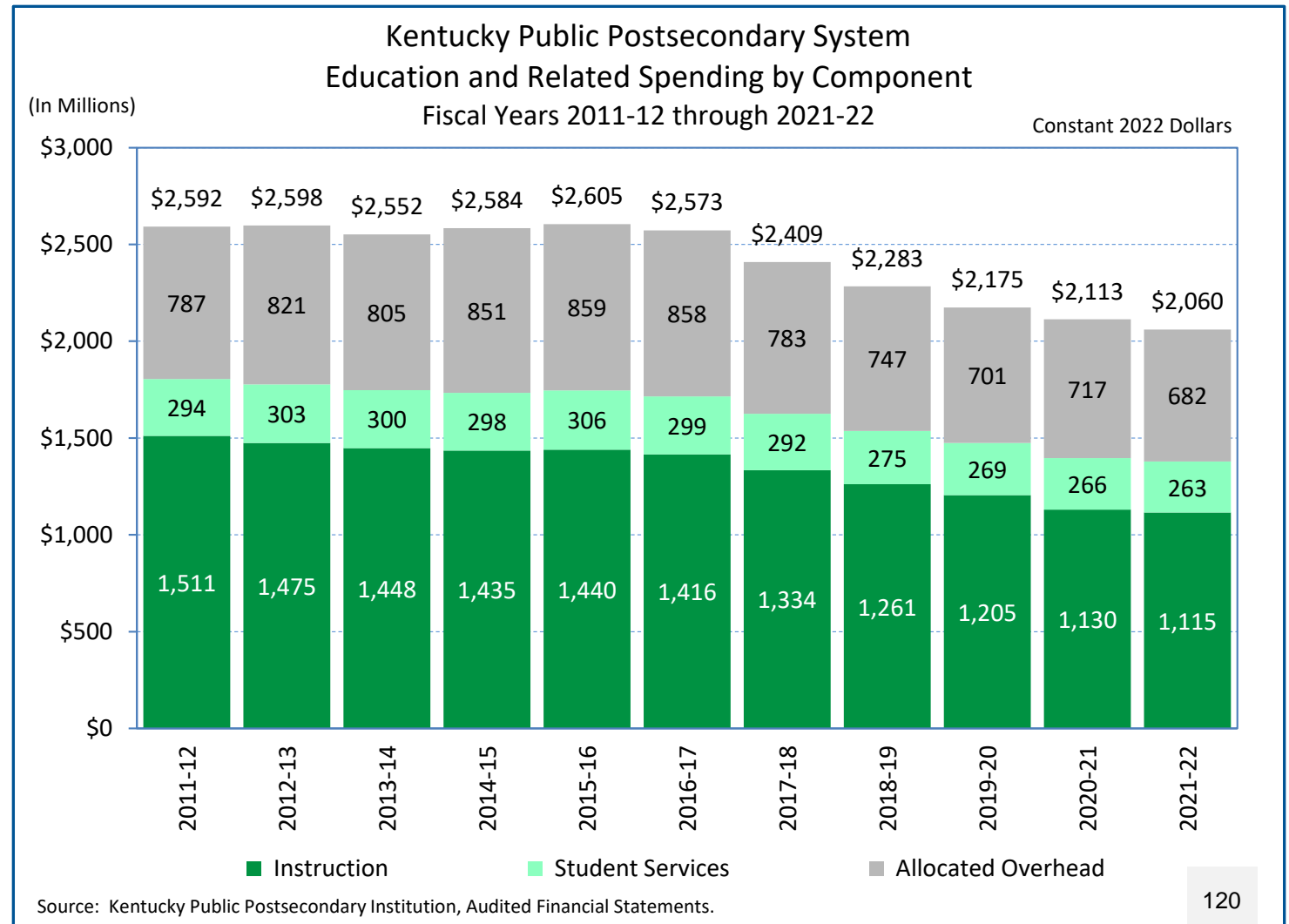
Kentucky Public Postsecondary System
Actual and Hypothetical Net General Fund Appropriations
Fiscal Years 2010-11 Through 2022-23

Source: Council on Postsecondary Education, Finance and Budget Unit Database.

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Tuition Recommendation
Rationale (Cont'd)

- In recent years, real spending to educate students at Kentucky colleges and universities declined

- Between 2012 and 2016, education and related spending kept pace with inflation

- Beginning in 2017, spending decreased six years in a row

- If left unchecked, this trend could lead to increased use of adjunct faculty, larger class sizes, fewer sections of courses taught, and diminished academic quality
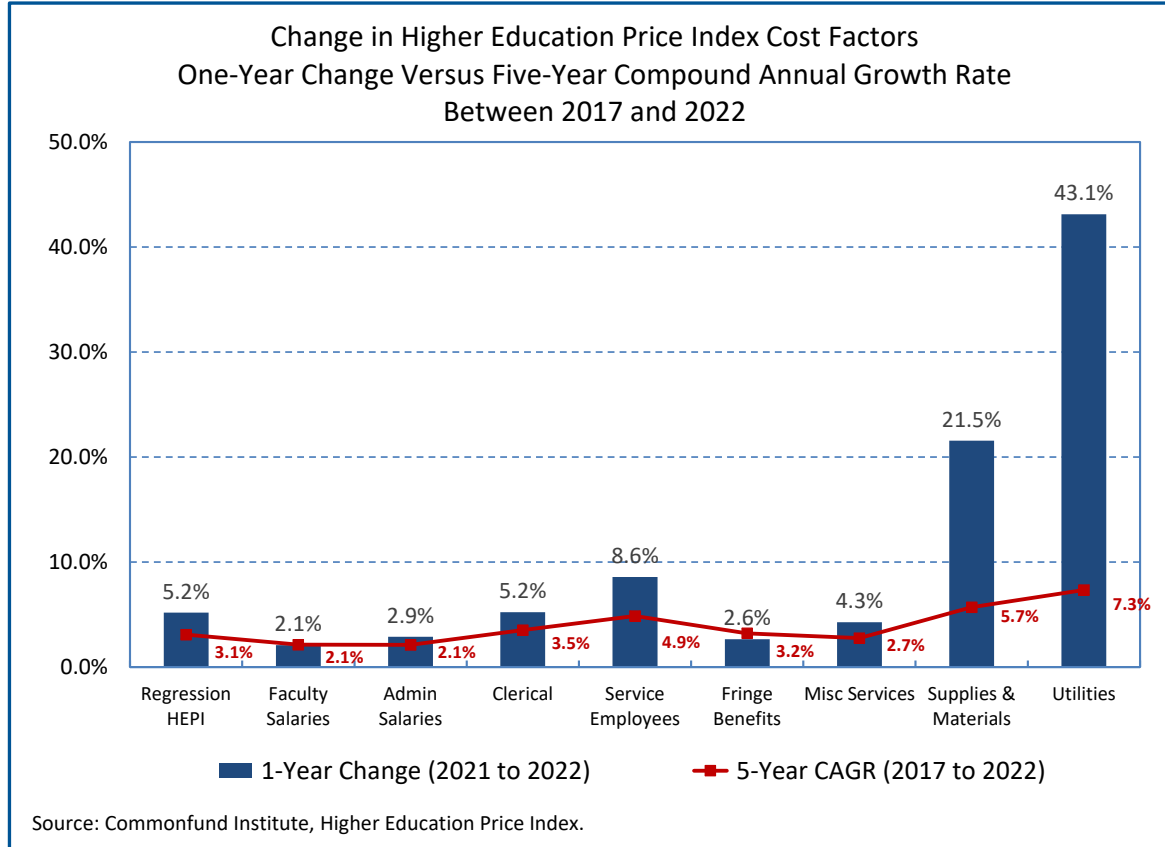
Kentucky Public Postsecondary System
Education and Related Spending by Component
Fiscal Years 2011-12 through 2021-22

(In Millions)   Constant 2022 Dollars

Fiscal Year	Instruction	Student Services	Allocated Overhead	Total
2011-12	1,511	294	787	$2,592
2012-13	1,475	303	821	$2,598
2013-14	1,448	300	805	$2,552
2014-15	1,435	298	851	$2,584
2015-16	1,440	306	859	$2,605
2016-17	1,416	299	858	$2,573
2017-18	1,334	292	783	$2,409
2018-19	1,261	275	747	$2,283
2019-20	1,205	269	701	$2,175
2020-21	1,130	266	717	$2,113
2021-22	1,115	263	682	$2,060

Source: Kentucky Public Postsecondary Institution, Audited Financial Statements.

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Tuition Recommendation
Rationale (Cont'd)

- In 2022, higher education costs, measured using the HEPI, increased by 5.2%, the largest one-year increase in 20 years

- Between this year and next, state funds for educating students will remain flat, but there will be a $2.2 million reduction in pension subsidy

- Though small, this decrease in funds adds to budgetary challenges caused by rising inflationary costs

- CPE staff estimates that a 5.1% increase in tuition would be required to cover expected cost increases in 2023-24 (@ 3.1% inflation rate)

- If every institution adopted the maximum allowable increase in 2023-24, projected revenue would cover about 60% of expected cost increases

Tuition Recommendation
Rationale (Cont'd)

Change in Higher Education Price Index Cost Factors
One-Year Change Versus Five-Year Compound Annual Growth Rate Between 2017 and 2022

Source: Commonfund Institute, Higher Education Price Index.

Legend: ■ 1-Year Change (2021 to 2022) ■—■ 5-Year CAGR (2017 to 2022)

Bar values: Regression HEPI 5.2% / 3.1%; Faculty Salaries 2.1% / 2.1%; Admin Salaries 2.9% / 2.1%; Clerical 5.2% / 3.5%; Service Employees 8.6% / 4.9%; Fringe Benefits 2.6% / 3.2%; Misc Services 4.3% / 2.7%; Supplies & Materials 21.5% / 5.7%; Utilities 43.1% / 7.3%

- In 2022, the HEPI grew by 5.2%, its largest one-year increase in more than 20 years
- Index cost factors exhibiting the largest increases were service employees, supplies and materials, and utilities

Kentucky Public Postsecondary System
Projected Tuition Increase Needed to Cover Inflationary Costs
Academic Year 2023-24

Estimated Inflationary Cost Increase:

Education and Related Spending (Fiscal 2021-22)	$2,060,427,600
Assumed Inflation Rate (5-Year Average HEPI)	X 3.1%
Estimated Cost Increase	$63,873,300

Projected Tuition Revenue (@ 1.0% Increase):

Net Tuition and Fee Revenue (Fiscal 2021-22)	$1,297,302,200
Apply 1.0% Rate Factor	X 1.0%
Projected Revenue Generated (@ 1.0%)	$12,973,000

Tuition Increase Needed to Cover Costs:

Estimated Cost Increase		$63,873,300
Change in State Support (Decrease +)	+	2,228,900
Residual Cost Increase		$66,102,200
		÷
Projected Revenue Generated (@ 1.0%)		12,973,000
Tuition Increase Multiple		5.1

Over the past decade, institutions have not been allowed to fully recover state budget cuts or cover inflationary cost increases through higher tuition and fees. Rather, the funding gap has been addressed through cost savings and efficie

Questions

Dr. Bill Payne - Bill.payne@ky.gov

Shaun McKiernan – shaun.mckiernan@ky.gov

Twitter: CPENews and CPEPres   Websites: http://cpe.ky.gov and http://kyhigheredmatters.org   Facebook: KYCPE

Recommendation for Approval

Recommended that the Council approve resident undergraduate tuition and fee ceilings for 2023-24 and 2024-25 that equate to:

- Maximum base rate increases of no more than 5.0 percent over two years, and no more than 3.0 percent in any one year, for the public universities

- Maximum base rate increases of no more than $7.^{00} per credit hour over two years, and no more than $4.^{00} per credit hour in any one year, for KCTCS

It is further recommended that institutions be allowed to submit for approval:

- Nonresident undergraduate tuition and fees that comply with the Council's *2023-24 Tuition and Mandatory Fees Policy*, or an existing MOU between the Council and an institution

- Market competitive tuition and fee rates for graduate and online courses

TITLE: KCTCS Interim Capital Project – Bluegrass Newtown Administration Building Expansion

RECOMMENDATION: The Finance Committee recommended the Council approve an interim project request from Bluegrass Community and Technical College to expand the Newtown Campus Administration Building ($5.0 M scope).

PRESENTER: Eric Farris, Chair of the Finance Committee

COMMITTEE REVIEW & APPROVAL

The Finance Committee reviewed and approved the proposed interim capital project request at Bluegrass Community and Technical College at its March 21, 2023, meeting.

SUPPORTING INFORMATION

KCTCS officials contacted CPE staff on March 13, 2023 and requested approval of a capital project to expand the Newtown Campus Administration Building at Bluegrass Community and Technical College. The scope of the project is $5,000,000 and includes a new conference area, elevator, stairs, restrooms, and mechanical space. This building is currently undergoing a $9.7 million renovation, which is being funded with asset preservation pool funds. The expansion project will be financed using campus restricted funds. The project will be overseen by the Division of Engineering and Contract Administration (DECA) of the Finance and Administration Cabinet, which is customary for all KCTCS projects. The KCTCS governing board will review the expansion project for approval on March 24.

Council approval is required for capital projects at postsecondary institutions that meet or exceed $1.0 million in scope. Most capital projects are reviewed and approved by the Council as part of the biennial budget submission process. Because this project was not previously listed in the Council's budget submission, Council approval is required.

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 this project.

March 13, 2023

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

Re: Interim Authorization Request – KCTCS Capital Project

Dear President Thompson:

In accordance with KRS 164A575, Kentucky Community and Technical College System (KCTCS) respectfully requests interim authorization for a project at Bluegrass Community and Technical College (BCTC) Newtown Campus for an expansion of the Administration Building.

BCTC currently has an ongoing project to renovate the Administration Building for $9,700,000 which is being funded partially through the asset preservation bond pool.   The scope of this project is to expand the Administration Building in the amount of $5,000,000. The expansion is new construction and cannot be funded with the current asset preservation funds. The $5,000,000 is being funded from agency restricted funds.
The expansion will update all systems and finishes, including a new elevator, stairs, mechanical spaces, conference area and accessible entry and new restroom facilities.

The design and construction of the projects will be implemented through the Finance and Administration Cabinet as capital projects.

KCTCS' Board of Regents will be approving this project on March 24, 2023.

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

Sincerely,

Buddy Combs
Acting Vice President

cc: Interim President Ferguson
        Carla Wright
        Andy Casebier
        Sandy Adkins

Kentucky Community and Technical College System
300 North Main Street
Versailles, KY 40383
(859) 256-3100
kctcs.edu

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KCTCS is an equal educational and employment opportunity institution.

KY COUNCIL ON POSTSECONDARY EDUCATION

TITLE: Performance Funding Model Review Update

DESCRIPTION: The Finance Committee received an update on the work of the Postsecondary Education Working Group, who is conducting its schedule review of the performance funding model.

PRESENTERS: Eric Farris, Chair of the Finance Committee

COMMITTEE'S REVIEW

The Finance Committee received this information report at their March 21, 2023, meeting. It will not be covered or presented in detail at the March 31 board meeting; however, staff will be available for questions.

FUNDING MODEL REVIEW

On March 1, 2023, the Postsecondary Education Work Group held its second meeting of the year to continue a comprehensive review of Kentucky's public university and KCTCS performance funding models (KRS 164.092). The meeting was conducted in two parts, so that CPE staff and KCTCS officials could share information and facilitate discussion relevant to the university and two-year sector models, respectively. A copy of the agenda for the meeting can be found in Attachment A.

During the first hour of the meeting, CPE staff provided work group members with tables, charts, and trend data related to the university funding model. Specifically, staff shared number and percent change analyses by institution and trend data for the university sector between academic years 2013-14 and 2020-21 for eight different student outcome metrics, including four bachelor's degree metrics (i.e., total, STEM+H, URM, and low-income), three student progression metrics (i.e., at 30, 60, and 90 credit hour thresholds), and one credit-hours-earned metric. The data packet also included analyses comparing the seven-year change for each institution to the sector average change and showing cumulative net gain in outcomes produced relative to a 2013-14 beginning baseline for each of the eight metrics.

Council staff also shared responses from campus officials to a performance funding survey that was conducted this past September. The survey focused on three main questions, which were closely aligned with questions the working group is charged to address as part of its funding model review (KRS 164.092). Namely, after six years of operation, in what ways has the funding model functioned as expected? Have there been any unintended consequences of adopting the model? What adjustments to the model are recommended? During the course of sharing the survey responses, staff facilitated discussion and responded to questions from work group members.

Finally, CPE staff shared six performance distribution scenarios that had either been specifically requested by an institution or were implied given the substance of an institution's recommended adjustment to the model. Every scenario used the same set of updated appropriations data for fiscal year 2023-24 and the same assumptions regarding no changes in student success or operational support metric data. This allowed the impact of proposed changes to be examined in isolation from any other potential influences. A copy of CPE staff's presentation is provided in Attachment B.

During the second half of the meeting, KCTCS officials shared analyses and trend data by institution and for the system for academic years 2015-16 through 2020-21. Student outcome metrics pertaining to their funding model included several types of credentials, transfers, student progression (at 15, 30, and 45 credit hour thresholds), and earned credit hours. System staff also provided a summary of survey responses that had been submitted by participating community and technical colleges. Their survey included the same questions as the university survey, regarding whether or not the model was functioning as expected, whether there were any unintended consequences, and recommended adjustments. A copy of the KCTCS presentation is provided in Attachment C.

Toward the end of the meeting a work group member asked how funding parity (a.k.a., equilibrium) within the context of the performance funding model is defined. As part of CPE's response to that question, staff shared the chart below, which shows that the gaps in state funding per student among the comprehensive universities (excluding KSU) narrowed during the six years that performance funding was in place. Specifically, as can be seen in the chart on the next page, the difference between the comprehensive university receiving the highest level of funding per student in 2016-17 (i.e., MoSU, $5,240) and the university receiving the lowest level of funding (i.e., NKU, $3,887) was $1,353. Six years later, in 2022-23, the gap between the highest and lowest funded comprehensive universities (excluding KSU) was $447 (i.e., MuSU, $6,061; and NKU, $5,614).

Kentucky Public Universities
State Funds for Educating Students[1] per Full-Time Equivalent Student
Fiscal Years 2016-17 and 2022-23
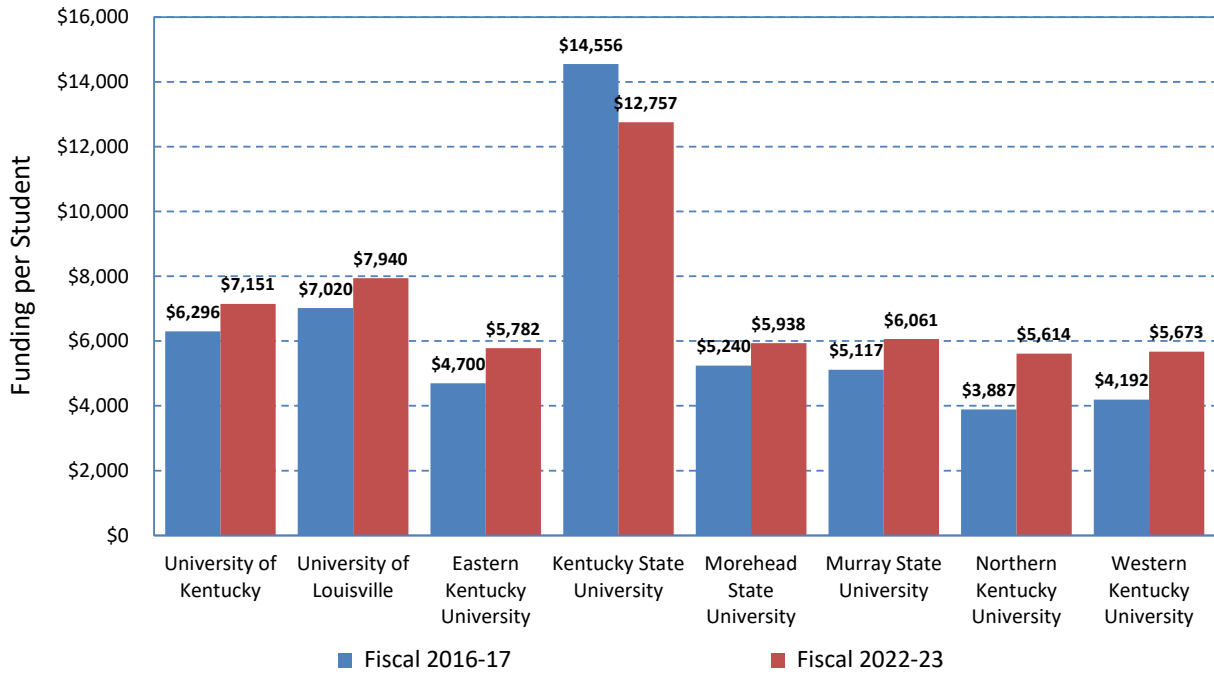
[1] Regular General Fund appropriation plus performance fund distribution, minus debt service and mandated program funding.
Source: Council on Postsecondary Education, Finance and Budget Unit, and Data and Advanced Analytics Unit.

The next meeting of the Postsecondary Education Working Group is scheduled to take place on April 19, 2023.

KY COUNCIL ON POSTSECONDARY EDUCATION

TITLE: 2023 CPE President Evaluation Process

DESCRIPTION: The Executive Committee discussed the 2023 evaluation process for the CPE President.

PRESENTER: Madison Silvert, CPE chair

COMMITTEE REVIEW

The Executive Committee will discuss the 2023 evaluation process during its March 31 morning meeting. An update of the discussion will be provided at the meeting.

BACKGROUND INFORMATION

Between 2010 and 2020, CPE conducted annual evaluations of its president that included a presidential self-assessment and a comprehensive survey of CPE members, senior staff, university and KCTCS presidents, state policy leaders, members of the Governor's administration and key members of the legislature to gather input on the president's performance, working relationships and accomplishments.

At its March 2, 2022, meeting, the Executive Committee agreed to the following change in process:

- The CPE president's annual review will include a self-evaluation by the president reflecting on performance on key indicators included in the strategic agenda as well as goals set by the committee and confirmed by the board. The executive committee will have a conversation with the president to discuss the self-evaluation and determine goals for the coming year. The review should take place in the spring of each year.

- In years the Committee determines it necessary, an in-depth evaluation will take place in which multiple groups and individuals would be engaged in providing input through a written survey or interviews. The President also will complete a self-evaluation as part of the process.

TITLE: 2023 Council Retreat Planning

DESCRIPTION: The Executive Committee discussed the agenda and activities of the 2023 Council Retreat.

PRESENTER: Madison Silvert, CPE chair

COMMITTEE REVIEW

The Executive Committee will discuss the 2023 Council Retreat during its March 31 morning meeting. An update of the discussion will be provided at the meeting.

SUPPORTING INFORMATION

The Executive Committee will discuss the 2023 Council Retreat. The following plans are under development:

Date: June 8, 2023 (Thurs)
Location: Cumberland Falls State Resort Park 7351 KY-90, Corbin, KY 40701
Lodging Arrangements: onsite

Tentative Agenda Topics:
- Welcome and icebreaker activity
- CPE then, now and the future – and how to do we get there
- What does an effective coordinating board look like and what does an effective system look like?

Tentative Networking Activities:
- Nature breaks
- Potential waterfall tour
- Evening cookout and fellowship

The Council Work Session and Business Meeting would take place the following day on June 9, 2023.

EASTERN KENTUCKY UNIVERSITY

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CPE REPORT

Eastern Kentucky University News for the Council on Postsecondary Education

EKU LAUNCHES HIGH-DEMAND DEGREE PROGRAM IN MANUFACTURING ENGINEERING

Eastern Kentucky University students will soon have the opportunity to pursue degrees in manufacturing engineering. With an anticipated 32,400 new manufacturing engineering jobs nationally by 2029, EKU's bachelor's degree in manufacturing engineering addresses an expanding need within and beyond the state.

"I'm excited to announce that Eastern Kentucky University will have the only manufacturing engineering degree program in Kentucky," said EKU President Dr. David McFaddin. "With this new program, EKU is uniquely positioned to serve the growing demands of Kentucky's labor market in the manufacturing sector. As the School of Opportunity, we take pride in offering relevant, high-demand degree programs that enable our graduates to propel Kentucky industries forward."

Students will develop skills to design, analyze and modify the processes and systems used to make products in the most time and cost effective way while maintaining product quality and safety in an environmentally friendly manner. Students will gain expertise in the major areas of manufacturing materials and processes, design for manufacturability, lean manufacturing, quality and process control, automation and robotics.

"EKU's new manufacturing engineering curriculum will be an essential part of our economy of tomorrow," said Frank Jemley, president and CEO of the Kentucky Association of Manufacturers. "We applaud EKU's foresight in establishing this cutting-edge degree program. It will play a key role in growing more high-wage manufacturing jobs as Kentucky increasingly becomes a state of choice for American and international companies to make world-class products."

Michael "Sean" June, Ph.D., was selected as director of manufacturing engineering at EKU. June began the position on Dec. 12, 2022. In this position, he is responsible for leading the new manufacturing engineering degree program, including curriculum and faculty development, student recruitment and retention, and program accreditation, among other responsibilities.

"The idea is to create, empower and educate students to have the skills to do what's needed right now," June said of his position at EKU. "We are dedicated to giving students the education, background, creativity and innovational skills to serve the industry as it continues to evolve."

The manufacturing engineering degree begins in Fall 2023.

EKU TO OFFER OPTION 9 ALTERNATIVE ROUTE TO TEACHER CERTIFICATION

Eastern Kentucky University received recent approval by the Education Professional Standards Board (EPSB) to offer an Option 9 alternative route to teacher certification. In partnership with multiple educational cooperatives, EKU Option 9 increases the aspiring educator pipeline and addresses teacher shortages in the Commonwealth.

EKU Option 9 students will pursue their bachelor's degree and initial certification in elementary education while employed in a participating school district. Students will complete coursework online and work in classrooms to complete field experience and student teaching requirements.

"EKU is committed to serving partner school districts in a variety of ways, including the streamlined Option 9 route to teacher certification for eligible candidates," said Dr. Nicola Mason, chair of EKU's Department of Teaching, Learning, and Educational Leadership.

EKU partnered with the following education cooperatives in offering Option 9:

- Central Kentucky Educational Cooperative (CKEC), 24 school district members
- Kentucky Educational Development Corporation (KEDC), 74 school district members
- West Kentucky Educational Cooperative (WKEC), 26 school district members
- Southeast South-Central Educational Cooperative (SCEC), 26 school district members

"The Option 9 program is an innovative pathway that permits candidates to work and learn in the school environment while obtaining certification," said Dr. David Gilliam, superintendent of Madison County Schools and chair of the Central Kentucky Educational Cooperative Board of Directors. "This will open the door for many non-traditional candidates and will meet an immediate need for staffing in our public schools."

COLONELS SPIN THE WHEEL TO LAND EDUCATION ABROAD SCHOLARSHIPS

Over 400 students gathered in O'Donnell Hall on Feb. 1 to enter in EKU's annual Spin the Wheel Education Abroad Scholarship contest after a two-year hiatus. The Spin the Wheel scholarship, covering complete program costs and airfare for education abroad, was awarded to 14 students. When their names were drawn, students got to spin the wheel to determine their education-abroad destinations.

"We want to provide opportunities for students who never really expected to study abroad. We want our students to have experiential opportunities, and this contest removes any financial barriers," said Jennifer White, EKU's director of education abroad. "Plus, it's so exciting! You can feel the energy as we draw names and students spin the wheel. We were so happy to bring it back this year."

Zoe Moore, an agriculture education major, said she entered the contest on a whim. With the scholarship, she now plans to spend her summer in Ireland. From Danville, Kentucky, Moore said, "I've never been outside of the country. I have only ever been to a few U.S. states that are close to Kentucky. I never thought I'd be able to travel out of the country. The thought of being able to afford the opportunity to study abroad was unbelievable to me."

Scholarships were sponsored by: EKU President's Office; Provost's Office; Education Abroad Office; College of Letters, Arts, and Social Sciences; College of Business; College of Education and Applied Human Sciences; and Friends of the EKU Libraries.

GOOD NEWS

KENTUCKY STATE UNIVERSITY SELECTS FELTON HUGGINS AS ITS NEXT HEAD FOOTBALL COACH

Kentucky State University announced February 20 that a search committee selected Felton Huggins as the University's next head football coach. Huggins comes to Kentucky State after spending the past year as the assistant coach of wide receivers at NCAA DI school McNeese State University.

"Several qualified candidates were interested in becoming the next head football coach at KSU. Still, none of them had the depth of experience, energy, knowledge and the ability to connect with our student-athletes like Huggins," said KSU athletic director Ramon Johnson. "I'm confident that his knowledge of our conference and the current football landscape will make our program highly competitive while helping our student-athletics lead with high character."

Prior to McNeese State, he served as the offensive coordinator and inside wide receivers coach at Charleston Southern University in 2019. He arrived at Charleston Southern after six years at LaGrange College in Georgia, where he was the associate head coach, offensive coordinator, quarterbacks coach and academic coordinator.

In his first season calling plays for Charleston Southern, Huggins put numerous student-athletes in the top 100 in the Football Championship Subdivision (FCS) in multiple offensive categories, including pass efficiency, passing touchdowns, passing yards, points, receiving touchdowns, scoring and yards per attempt. In addition, wide receiver Kameron Brown set the Charleston Southern single-season receiving touchdown record (10), while the Bucs posted the second-most first downs per game in Charleston Southern history (20.1).

Charleston State posted a trio of All-Big South Second Team selections (Kameron Brown–WR, Zack Evans–OL, Stephen Haralambis–OL) as the Bucs recorded the third-most total offensive yards in a CSU single season (4,341). Additionally, a CSU record 21 different receivers caught passes in the 2019 season as well, with five different receivers hauling in at least 20 catches.

Huggins' offenses at LaGrange were often among the best in the USA South conference. In his six years with the team, the Panthers ranked top five in the conference in the total offense all but one year and finished as high as second in 2017 when they averaged 408.6 yards per game.

During the 2013 season, the Panthers' receivers broke or tied all of the team's receiving records. Sophomore Marsalis Jackson was named the USA South Offensive Rookie of the Year after setting school records of 902 receiving yards and 12 touchdown receptions. Freshman Ervens Oge (713) and junior Griffin Roelle (675) also broke the previous season's record for receiving yards in a season (450).

In 2014, Huggins saw senior receiver Griffin Roelle earn USA South All-Conference honors. Rolle broke his own single season record with 67 pass receptions and graduated as the Panthers' leading receiver with 126 receptions.

Huggins played collegiately at Southeastern Louisiana University. He started for three years and finished his collegiate career as the career leader in receptions (162) and receiving yards (2,350). He still holds school records for catches in a season (84) and receiving yards in a season (1,313). In addition, Huggins is tied for the most catches in a game (13) and has the single game receiving yards record of 266. He received third-team All-America, and All-Conference honors his junior and senior years.

Huggins made his collegiate debut at Grambling State University, where numerous family members attended.

Huggins played six seasons of professional football between the Jacksonville Jaguars, Frankfurt Galaxy, Buffalo Bills and Montreal Alouettes.

"First and foremost, I want to thank my lord and savior, Jesus Christ, because none of this would be possible without him. Words can't describe how excited I am for this opportunity to lead KSU football into this next phase. My journey to this point has not always been easy, but my journey molded me for this moment. I'm ready to pour my all into our players, school and community and bring a championship back to KSU," said Huggins.

"What I am looking to bring to this program is to foster a culture of developing high-character individuals and leaders in the community, in the classroom, and on the playing field through our core values. The foundation of our core values will be based on faith, family, football and fun."

KENTUCKY STATE UNIVERSITY AWARDED GRANT FOR FUTUREBRED FORUMS

Kentucky State University announced Feb. 22 that it received a grant from the national non-profit VentureWell to develop a discussion series to introduce first-year students to mentors, innovators, and successful entrepreneurs in their intended fields of study.

The $14,000 Course and Program Grant from VentureWell will be matched with additional funds from KSU to enhance the development of the university's proposal, titled "KSU FutureBred Forums: Stimulating Freshman Entrepreneurship," from February 2023 through August 2024.

Kentucky State, along with 27 other institutions from across the country, was selected for the grant and is one of only three institutions chosen from the Commonwealth of Kentucky, including the University of Kentucky and Northern Kentucky University.

"We are encouraged by VentureWell's recognition of our commitment to empower students with the experiences that will help propel their career, personal, and community success," said Dr. Ronald A. Johnson, Kentucky State interim president. "Dr. Chinonso Etumnu, Dr. Kirk Pomper, and their team at KSU are to be commended for stepping forward with their grant-winning proposal."

The grant allows for further development of KSU 186: Navigating the Technological World, a course already required for all Kentucky

State first-year students. An essential part of the revised course will be FutureBred Forums, a series of discussions aimed at stimulating the interests of the freshman class in science and technology in support of an innovative and entrepreneurial ecosystem on campus and in the Commonwealth of Kentucky.

"KSU 186 impacts the career trajectory of the 400 students who take the course each year. The FutureBred Forums will expose students to the technological world and the importance of human-centered design from leaders and experts in different fields and will help create a more robust ecosystem for inclusive innovation, entrepreneurship, and social impact in support of Kentucky's burgeoning innovation economy," said Dr. Kirk Pomper, dean of the College of Agriculture, Community, and the Sciences and director of the Land Grant Program.

FutureBred Forum leaders will also share with students their insights on the new trends and opportunities that are shaping the future of their respective fields. Each Forum in the series will be presented by the KSU College of Agriculture, Community, and Sciences, in collaboration with the KSU Office of the President.

"The FutureBred Forums represent the first step in a broader effort to energize innovation and entrepreneurial activities across the university by connecting with public and private partners for the benefit of our students and our community," said Dr. Johnson. "The Forums are an essential part of our overall strategy to restore, realign, and reignite an intended future for KSU."

PHYSICS PROFESSOR AND SENIOR BIOLOGY MAJOR PUBLISH JOINT RESEARCH

Dr. Dharma Khatiwada, assistant professor of physics at Kentucky State University, and Miana Wallace, Miss Kentucky State 2022-2023, recently published a joint research article titled, "Testing Doses and Treatment Timelines of Anti-Angiogenic Drug Bevacizumab Numerically as a Single-Agent for the Treatment of Ovarian Cancer" in the peer-reviewed journal Land, Jan. 10, 2023. The research was performed as part of the National Science Foundation-HBCU-Undergraduate Program grant Kentucky State received in 2020.

Wallace, a senior biology major and STEM research assistant, started working on the project in January 2022. She chose ovarian cancer for her research because of her interest in the health field.

"Ovarian cancer is the most dominant gynecological cancer disease that remains mostly undetected for a long progression period," Wallace shared. "This research was important to me because it could help a lot of women and provide insight on an alternative treatment option for ovarian cancer that isn't as detrimental as chemotherapy."

Wallace collected most of the background information related to ovarian cancer, mainly in the vicinity of causes, diagnosis, and treatment options. She also made a worthy contribution in writing the introduction and methodology sections.

"I feel very excited and proud to be published because it was one of the goals I set for myself as a freshman."

The Kansas City, Missouri native says she is looking forward to working on other research projects.

KENTUCKY STATE PERSONNEL TRAVEL TO JAMAICA FOR RESEARCH, COLLABORATION

Kentucky State University faculty, research staff and students went to Jamaica to collect data and work with College of Agriculture, Science, and Education (CASE) personnel on research and learning projects.

The trip was part of two international collaborative projects led by Dr. Buddhi Gyawali, titled "Integrating Geospatial Tools in Food Security Education and Research Involving Faculty and Students in the U.S. and Jamaica" and "Use of Geospatial Analyses and Visualization Technologies to Aid Community Intelligence in Post-Disaster Resource Assessment and Planning: A project engaging U.S. and Caribbean faculty and students." The projects are funded by the 1890 Center of Excellence for Global Food Security and Defense.

The major goal of the projects is to create opportunities for Kentucky State students for experiential learning and research in the field of post-disaster management and study of impacts of climate change on local communities and coastal agricultural food systems using geospatial technologies.

For the first trip as part of the projects, five students and four faculty and research staff traveled to Port Antonio, Jamaica, from January 27 to February 2. The five students were paired with seven CASE students for ongoing collaborative research projects involving geospatial information system (GIS) research and disaster relief and recovery.

"I was interested in going on this trip to help further my research, understand how disasters affect other places and experience different cultures," said student Gerail Pickett.

Students collected coastal land change and agricultural production data using UAV-drones. They also used Survey 123 app to collect location information and created maps. These locational data will be integrated with other geospatial data such as land cover change, temperature and precipitation, slope, farmland, and hurricane path and flood maps.

"I felt that this was a great learning experience as I not only learned and experienced the culture of Jamaica, but I even had an opportunity to network with like-minded aspiring scientists and professionals alike," said student Malik Thompson. "It is a blessing to say that research got me to Jamaica."

Students were able to do sightseeing as well as research, visiting the Folly Ruins, riding a boat into the Caribbean Sea, and exploring the Portland parish.

"The most rewarding part was interacting with the locals and gaining a better understanding of the significance the land has to them," said student Jada Jones, whose project includes mapping the road networks of a particular parish to determine the distances between cities or town and their farms.

Research assistant Tara Maynard said bonding with the students and experiencing Jamaican culture with them was an important part of the trip.

"As we travel to another culture it is always important to be respectful, courteous, and kind, and that is exactly what I saw from our students," Maynard said. "Almost every time we went out, we were talking with locals, heard their stories, learned, and grew from the experience."

In the future, the projects will take Kentucky State personnel to Dominica and Costa Rica, as well as a return trip to Jamaica.

PROMISING YOUTH CENTER AWARDED $881,000 GRANT FOR AFTERSCHOOL MENTORING PROGRAM

The Kentucky State University Promising Youth Center for Excellence received a $881,000 grant to provide afterschool mentoring for 100 African-American, Hispanic, and Biracial middle school males and females in grades 6-8th. The program will include one-to-one and group mentoring, a six-week summer institute, and activities to promote positive youth development and family engagement.

Applications are currently being accepted from parents who are interested in enrolling their child in the program. Schools will transport children after school to the Center. The program is offered at no cost to parents.

Contact Dr. Herman E. Walston, program lead, at 502.597.5906 for more information, or pick up an application at the Promising Youth Center for Excellence.
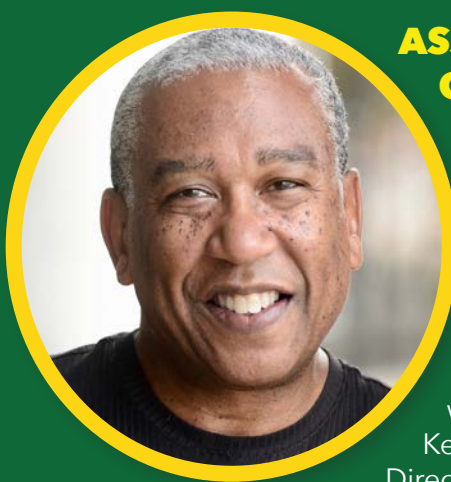
ASSOCIATE PROFESSOR OF MUSIC JOINS KENTUCKY HUMANITIES BOARD OF DIRECTORS

Associate Professor of music Dr. Keith McCutchen was elected to serve on the Kentucky Humanities Board of Directors.

According to a press release by the non-profit Kentucky corporation, McCutchen will help set policies, award project grants to community organizations, and participate in fundraising to help meet the growing demand for Kentucky Humanities' programs during his term on the 23-person volunteer board.

Dr. Jay Morgan announces Morehead State University Foundation sets fundraising records for 2022

Morehead State University President Dr. Jay Morgan has announced fundraising success for the 2022 calendar year. Last year, over 4,000 donors came together to contribute $6.7 million in support. The previous record for calendar-year giving was exceeded by nearly $1 million.

"Our Foundation is critical to the support of our students. The Foundation is continuing to grow thanks to the support of our generous alumni and donors," said Dr. Morgan. "Our University would not be where it is today without our loyal donors who believe in Morehead State and want to assist our students."

From his first day on campus, Dr. Morgan established increasing private giving for student scholarships as one of the highest priorities for MSU. Since his tenure began, the MSU Foundation has raised almost $35 million, much of it going to scholarships. This milestone is one Dr. Morgan attributes to the support of MSU's alums, corporate supporters, faculty, and staff.

The funds raised by the Foundation help MSU continue to serve Eastern Kentucky by preparing students with the career skills and experience they need to succeed.

The MSU Foundation is a non-affiliated corporation and tax-exempt educational foundation designed to assist the University with financial support through privately funded scholarships and aid. The total endowment held by the MSU Foundation is now valued at nearly $70 million.

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$2.75 million Wi-Fi upgrade coming to MSU campus

Morehead State is upgrading its Wi-Fi network to put MSU in a class all its own for Kentucky's public universities.

Through asset preservation funds and as part of MSU President Dr. Jay Morgan's campus revitalization plan, MSU will spend $2.75 million to upgrade the University's Wi-Fi network and improve overall network access for students, faculty, staff, and visitors. Rick Phillips (Class of 2011), chief information officer for the Office of Information Technology (OIT), said this is an upgrade of all 1,400 APs (Access Points) across campus to 6E.

The replacement of the APs will begin at the end of the Spring 2023 semester and take about nine months, with priority given to residence halls and commonly utilized areas like the Adron Doran University Center and Button Auditorium before moving on to administrative and academic buildings. MSU plans to improve the network at regional campuses and the University Farm.

Morehead State University freezes student housing rates

Morehead State University will again be freezing on-campus residential housing rates for students for the upcoming academic year. The decision to freeze housing rates is part of the University's commitment to making higher education more accessible and affordable for students and their families.

The freeze on housing rates will apply to all students who live on campus, regardless of their year in school or their housing assignment. The freeze on housing rates is just one of many ways MSU is working to support its students.

March to Service Initiative launched

MSU's Center for Career Development and Experiential Education (CCDEE) launched the March to Service Initiative to enhance these efforts.

The March to Service Initiative stems from the Council on Postsecondary Education's Kentucky Graduate Profile. This endeavor ensures that students graduating from Kentucky colleges will develop 10 skills to prepare them for life, including communication, cultural competency, and civic engagement.

The faculty designed community and civic engagement volunteer projects throughout March to increase MSU students' civic engagement while incorporating skills developed within their respective majors. Students will also reflect on what they learned and the overall value of their experience.

Alum Daniel McGowan establishes Lifetime Learning Scholarship Endowment

Daniel L. McGowan (Class of 2001), senior vice president for PNC Investments, established the Daniel L. McGowan Lifetime Learning Scholarship Endowment – a fund to provide scholarship support to students studying in the Elmer R. Smith College of Business and Technology.

"I'm honored to be able to support students in this way - to help other MSU students, who also share my passion for business and finance," McGowan said. "I hope that my contributions inspire future graduates to continue to give back when they're able, as well."

The scholarship is for students pursuing a degree in the school of business administration from Bath, Boyle, Carter, Clark, Elliott, Estill, Fleming, Garrard, Jackson, Jessamine, Lewis, Menifee, Montgomery, Morgan, Owsley, Powell, Rockcastle, Rowan, Taylor, or Wolfe counties.

Pictured: Murray State alumnus and actor W. Earl Brown

W. Earl Brown delivers "A Racer Success Story" at 2023 Presidential Lecture

Murray State University welcomed alumnus W. Earl Brown for the 2023 Presidential Lecture on Feb. 28 inside the historic and newly-renovated Lovett Auditorium.

Brown currently plays a recurring role in the breakout hit from Disney+/Lucasfilm in "The Mandalorian" universe, HBO Max's hit, "Hacks," is also currently co-starring in Apple+'s "Five Days at Memorial" and Peacock's "Paul T. Goldman." Other recent TV/streaming contract roles include AMC's "Preacher," HBO's second season of "True Detective," Hulu's "Reprisal" and ABC's anthology series, "American Crime." His many past guest star roles on television include shows such as "Documentary Now!," "Luck," "American Horror Story," "Justified," "Six Feet Under," "NYPD Blue," "X-Files," "CSI" and "Seinfeld" as well as lead roles in eight pilots. Among the several TV movies he has been involved with included the starring role in VH1's "Meatloaf: To Hell And Back."

Brown also played "Dan Dority" in HBO's "Deadwood." During the show's second season, the show's creator, David Milch, invited him to join the show's writing staff. In 2007, Brown earned a Writers Guild of America Award nomination for writing on a drama series and a Screen Actors Guild Award nomination for best drama ensemble acting. Establishing himself on a show as critically lauded as "Deadwood" opened doors for other writing projects. In 2011, Sony released "Bloodworth," a film produced and written by Brown.

Brown's career runs the gamut from television to film, to music, to theatre — from comedy to drama to musical.

Pictured from left to right: Murray State Director of Athletics Nico Yantko, Swift & Staley President and Murray State Board of Regents Vice Chair Leon Owens, Dennis Jackson and Murray State President Dr. Bob Jackson.

Murray State Athletics launches the Dennis Jackson Leadership Program

Murray State Athletics has launched the Dennis Jackson Leadership program, powered by Swift & Staley.

The program provides the needed tools to Murray State student-athletes in the areas of personal growth, life skills and professional development. From recruitment through retirement, the program is a guide for student-athletes to be successful people both with their families and in their careers.

Murray State Athletics believes in the journey each student-athlete embarks on when they arrive as freshmen, or in some cases, as transfers. During their time with a Racer sports program, the goal is to focus the student-athlete on their academic pursuits, career readiness, leadership and civic engagement, NIL preparedness, brand management and financial literacy.

Dennis Jackson became the first African American student-athlete at Murray State in 1960 where he excelled to All-Ohio Valley Conference status in two sports. A native of Murray, Jackson graduated from Murray State with degrees in history and physical education. He served 40 years as a teacher and administrator with Paducah (Kentucky) Public Schools. The desire to participate in athletics has never left Jackson. He served as a high school basketball official for 25 years and called numerous games at the Kentucky State Tournament. Jackson was inducted into the Kentucky High School Athletic Association Hall of Fame in 1999.

DENNIS JACKSON LEADERSHIP PROGRAM PILLARS

Career Readiness
- Networking Development
- Micro-Internships
- Career Planning
- Mentorship
- Career Hiring Events
- M Club Membership – Connect with former Racers
- Resume Building

Leadership and Civic Engagement
- Speaker Series
- Community Service
- Voter Education
- Chamber, Local Government, Economic Impact Engagement and Education
- Trip to State Capitol in Frankfort, Kentucky

NIL Preparedness and Brand Management
- INFLCR (a content and compliance software platform for athletics)
- Co-Branded Group Licensing
- Brand Consulting
- Social Media Coaching
- Attire and Wardrobe Prep

Financial Literacy
- Murray State Arthur J. Bauernfeind College of Business Connections
- Local Bank Partners – Savings and Checking
- Retirement and Benefits Planning
- Investment Education

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Website redesign project receives national award

The 2022 Murray State website redesign was recognized as a Silver Winner in the 10th Annual Education Digital Marketing (EDM) Awards. Entries were received from colleges, universities and secondary schools across the country. Judges for the EDM Awards consisted of a national panel of education marketers, advertising creative directors and marketing and advertising professionals.

Since the launch of the redesign, web analytics have shown increases in views, time users spend on the site and a 20.74% decrease in bounce rates.

The redesign, led by Murray State's web management department in collaboration with Beacon Technologies, Inc. and Modern Campus, is a mobile-first design. 60% of new users are visiting the site on mobile devices and there has been a 22% increase in mobile page views and a 19% increase in the time users spend on the site.
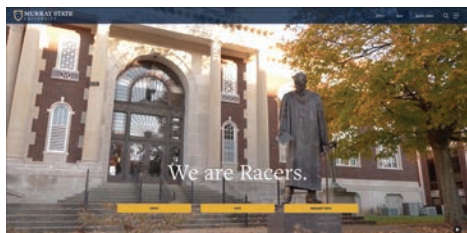
Murray State University earns 2023-2024 Military Friendly® School designation

Along with several other recent rankings that Murray State University has received, Military Friendly® has awarded the University with the 2023-2024 Military Friendly® School designation. Institutions earning the Military Friendly® School designation were evaluated using both public data sources and responses from a proprietary survey. Over 1,800 schools participated in the 2023-2024 survey with 530 earning the designation.

Murray State offers resources for military connected students such as personalized advising, career planning and placement, flexible online and weekend schedules for those who serve on active duty, disability services, free counseling services, free limited student health services and a psychological center.

The University also offers military tuition discounts for military service members using Federal Tuition Assistance. These benefits can include tuition assistance and Veterans Affairs education benefits, college credit for military training, waived fees for courses, online classes, free graduation cords for veterans, textbook and fee discounts, free admission applications as well as waived tuition costs not covered by the Department of Defense Tuition Assistance Program.

Master's degree program earns national recognition

Murray State University's online master's degree program in Information Systems (MSIS) was recently recognized among the 2023 Best Online Programs in the Computer Information Technology (CIT) category by *U.S. News and World Report*.

Designed for individuals looking to complete or further their education, this year's edition evaluated more than 1,800 online bachelor's and master's degree programs. *U.S. News and World Report* assessed schools based on a variety of objective factors such as student engagement, faculty credentials and services and technologies.

Murray State's MSIS program is 30 credit hours, with its curriculum including courses that deal with data management, understanding and visualizing data, implementing data-driven scientific decision making and project management.

Within the program, concentrations exist in business analytics and information security. Career opportunities include, but are not limited to, data analytics, cyber and information security and software development.

Recent graduates are currently employed at Amazon, United Systems and Syngenta, among others.

In addition to the online format, the program is offered in person at the Murray campus.

Murray State University named a top producer of students receiving prestigious Fulbright awards

Murray State University has been named a Fulbright Top Producing Institution for U.S. students by the U.S. Department of State's Bureau of Educational and Cultural Affairs. This recognition is given to the U.S. colleges and universities that received the highest number of applicants selected for the 2022-2023 Fulbright U.S. Student Program. Murray State is the only regional comprehensive university in Kentucky to make this list. Four students from Murray State were selected for Fulbright awards for the 2022-2023 academic year, making it the highest producing year for the University.

Fulbright is the U.S. government's flagship international educational exchange program. It is also among the largest and most diverse exchange programs in the world. Since its inception in 1946, more than 400,000 participants from all backgrounds and fields – including recent university graduates, teachers, scientists, researchers, artists and others, from the United States and over 160 other countries – have participated in the Fulbright Program.

"One of the most visible academic achievements for our students and University is the receipt of Fulbright Scholarships," said Murray State President Dr. Bob Jackson. "We have been recognized as a top institution in the U.S. in this area along with other distinguished universities. This is the first time in our 100-year history that we have been recognized in this manner and we are very proud of our students, faculty and staff who have worked to make this possible."

GO FIGURE

MEN'S BASKETBALL DYNASTY

7

Years eligible for
Division I championships

4

Horizon League
Tournament Championships

3

NCAA Tournament Appearances

COLLEGE CORNER

The Chase College of Law's W. Bruce Lunsford Academy for Law, Business + Technology was named the top law school program in the United States for innovation and business, according to a new report by Bloomberg Law.

The survey evaluated law-school programs nationwide on a variety of pillars but noted the Lunsford Academy's creative and impactful programming for students. Runners-up in the same category include Harvard Law School, University of California College of Law, San Francisco and Fordham University College of Law.

LEARN MORE: https://tinyurl.com/bdhjrcbz

BONITA J. BROWN APPOINTED NKU INTERIM PRESIDENT

At its regularly scheduled meeting in January, the Northern Kentucky University Board of Regents announced the appointment of Bonita Brown as NKU's interim president, who will serve until the institution's seventh president is selected and begins their term.

Prior to her appointment, Brown served as NKU's Vice President and Chief Strategy Officer, where she drove the implementation and execution of NKU's strategic framework, *Success by Design*, which singularly focuses on student success and external partnerships and has resulted in the university reaching its highest graduation and retention rates. Brown has been at NKU since May 2019.

"On behalf of the Board of Regents and the whole university community, I offer deep and sincere thanks to Bonita for stepping into this crucial interim role during a period of transition for NKU," said Rich Boehne, chair of the NKU Board of Regents. "We're working quickly and aggressively to turn a period of economic challenge into a season of opportunity for our current and future students, and Bonita is the best leader to drive this effort."

Brown has agreed to serve as interim president until a search process is complete and the Board of Regents selects the next permanent president of NKU. In agreeing to serve as interim president, Brown is ineligible to become the university's next permanent president.

"I am deeply grateful to the Board for the opportunity to work in service to the university as we navigate this transitional period," shared Brown. "NKU has a strong reputation for supporting students in this region in reaching their academic goals and I look forward to collaborating with the NKU campus community to continue this important work."

Brown received her bachelor's degree in history from Wake Forest University and her juris doctor degree from Wake Forest University School of Law. She is married to Wesley Brown and has two children, Joshua Brown, a recent marketing graduate of Morgan State University and newly commissioned 2nd Lieutenant Infantry Officer, and Myliah Brown, who will study early child education.

The NKU Board of Regents laid the framework for selecting the university's next permanent president at its regularly scheduled meeting in March.

LEARN MORE: https://tinyurl.com/mh2rp2a8

REAL AMBITION
REAL SUCCESS

BLACK HOLE RESEARCH PERFORMED BY NKU PROFESSOR AND OTHER ACCEPTED INTO TWO ACADEMIC JOURNALS

Research conducted by Dr. Dirk Grupe, NKU associate professor and chair of the Department of Physics, Geology and Engineering Technology, and colleagues at the Max-Planck-Institute for Radio Astronomy in Germany, has been accepted in the Monthly Notices of The Royal Astronomical Society and the Astrophysical Journal. The research shows that one of the universe's most massive black holes, located at the center of galaxy OJ 287 nearly 5.1 billion light years away, is the size of 100 million solar masses instead of the previously believed 10 billion solar masses.

The results show that an exceptionally massive black hole exceeding 10 billion solar masses is no longer needed. Instead, the results favor models with a smaller black hole mass of 100 million solar masses. Several outstanding mysteries, including the apparent absence of the latest big outburst of OJ 287 (which has now been identified) and the much-discussed emission mechanism during the main outbursts, can be solved this way. Findings of this research have strong implications for the theoretical modeling of supermassive black hole binary systems and their evolution. There are also implications for understanding the physics of accretion and jet launching near supermassive black holes, for future pulsar timing vs. space-based gravitational wave detection from this system, and a direct spatial resolution of this system with the Event Horizon Telescope or the future SKA Observatory. The findings are presented in two papers published in MNRAS Letters and the Astrophysical Journal. **LEARN MORE:** https://tinyurl.com/58hz6unm

THE SCOREBOARD

NKU baseball infield Liam McFadden-Ackman had a historic day at the plate in the Norse's Feb. 26 win over the Western Michigan Broncos at Friendship Field. In the first inning alone, McFadden-Ackman clubbed two grand slams, a feat rarely reached in the entire sport of baseball.

To cap off the incredible game, McFadden-Ackman also hit a single, double and triple. Combined with the home runs, the junior Mason, Ohio native successfully hit for the cycle, leading NKU to a thrilling 27-4 win over the Broncos.

LEARN MORE: https://tinyurl.com/yzz69246

FACULTY FOCUS

NKU announced that Zac Strobl will be the next director of the NKU Center for Innovation and Entrepreneurship. Strobl takes over for Dr. David Schneider, who is stepping down to serve as the entrepreneur in residence at the CIE, as well as continuing as a professor of practice in the Haile College of Business.

Strobl currently serves as assistant director of the Center for Innovation and Entrepreneurship, which ignites students' entrepreneurial mindsets, fuels desires with the resources and education to make their dream a reality and fosters innovation across campus and across the region. Strobl is also a lecturer in the Haile College of Business, teaching classes in entrepreneurship.

LEARN MORE: : https://tinyurl.com/stjceasa

BRIEFS

NKU STUDENT CHRISULA STONE NAMED RECIPIENT OF SOCIETY OF TOXICOLOGY AWARD

NKU student Chrisula Stone was named the 2022 recipient of the Society of Toxicology's Undergraduate Research Award, the organization's most prestigious award for undergraduate researchers.

This award is given to an undergraduate student based on the research they have conducted within the field of toxicology. Stone's research project closely examines the feasibility of using feathers collected from nestling tree swallows (a species of native, cavity-nesting songbird) during banding as long-range bioindicators of organismal mercury uptake.

LEARN MORE: https://tinyurl.com/2p8yfwth

NEW REPORT RANKS NKU'S MBA PROGRAM AMONG NATION'S BEST

NKU's Master of Business Administration (MBA) program has been ranked among the best in the United States, according to a new report by U.S. News and World Report.

This is the fourth consecutive year that the online MBA program appears in this ranking. The program achieved its goal of a Top-100 ranking in the United States by 2023, reaching No. 99. NKU's online MBA program was also ranked as one of the best for veterans, ranking No. 65 in the country, up from No. 88 in the 2022 rankings.

LEARN MORE: https://tinyurl.com/yc7rhne8

CHEMISTRY DEPARTMENT CELEBRATES DONATION FROM WATERS CORPORATION

The NKU Department of Chemistry and Biochemistry is celebrating a generous donation of three high-precision measuring instruments worth $350,000 from the Waters Corporation.

The equipment and installation were donated as part of a partnership with Waters Corporation, an analytical laboratory instrument and software company. The new instrumentation allows better separation and detection of chemicals in liquid mixtures under a variety of conditions. The instruments will also be incorporated into laboratory courses so that more students have a chance to use the state-of-the-art instrumentation.

LEARN MORE: https://tinyurl.com/5n8xph78

CINSAM RECEIVES GRANT FROM NATIONAL SCIENCE FOUNDATION TO FUND SCHOLARSHIP

The NKU Center for Integrative Natural Science and Mathematics (CINSAM) received a grant from the National Science Foundation that will fund a scholarship for students from racial/ethnic backgrounds and transfer students enrolled in the TRUE ACCCESS fellowship. The program supports access and career development for students that are underrepresented in STEM (science, technology, engineering and mathematics) fields. Those in the program will benefit from co-mentoring with a faculty member, participation in STEM research, social events with fellow STEM students and career development opportunities.

LEARN MORE: https://tinyurl.com/42ujx39v

ALUMNI NEWS

DR. NEISHA WILEY'S RECOGNIZED FOR OUTSTANDING SERVICE

In December 2022, Dr. Neisha Wiley won two awards for outstanding service to the National Association of Social Workers (NASW). Wiley chaired the NASW's committee for associate degree student engagement.

At NKU, where she is an assistant professor and alumna, Wiley helped expand NKU's Help a Norse initiative, a program established to refer students in need to proper channels of support. Partnering with the Northern Kentucky Community Action Commission (NCAC), Wiley was able to expand Help a Norse beyond the University's scope of services, connecting students with emergency financial assistance, housing assistance and health benefit enrollment. Her current research interests include women's self-care, access for marginalized populations and preventing burnout within the field of social work.

LEARN MORE: https://tinyurl.com/5e3uvu27

UK NAMED AMONG NATION'S TOP 10 LARGE EMPLOYERS BY FORBES MAGAZINE

The University of Kentucky has been named on Forbes' America's Best Large Employers list, ranking sixth out of 500 total companies and second in the education category. Other organizations listed in the top 10 include the Massachusetts Institute of Technology (MIT), the Mayo Clinic and Fidelity Investments, placing UK among some of the most prominent companies in the nation.

Forbes and Statista selected America's Best Employers through an independent survey applied to a vast sample of approximately 45,000 American employees working for companies with more than 1,000 employees. The evaluation was based on direct and indirect recommendations from employees who were asked to rate their willingness to recommend their employers to friends and family. Employee evaluations also included other employers in their respective industries that stood out either positively or negatively.

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University of Kentucky

UK SEES HISTORIC RETENTION NUMBERS FOR SPRING SEMESTER

This spring, for the first time ever, more than 31,000 students were enrolled at the University of Kentucky at the start of the semester. That preliminary count represents an increase of more than 4 percent over last spring. Put another way, the university is serving, educating and preparing for lives of meaning and purpose well over 1,000 more students than it was last spring. Additionally, spring retention for first-year students — the percentage who returned this spring after fall classes — is at a record 95 percent to start the semester, up nearly 1.5 percentage points over spring 2022.

Retention also is up significantly among students of color, first-generation students, students who live on or off campus and students who come to UK from Kentucky or beyond.

These powerful numbers speak to the outstanding quality and persistence of UK's students, but they also are undergirded by the tireless commitment and efforts of thousands of faculty and staff.

UK'S SUPPLIER DIVERSITY PROGRAM STRIVES TO HELP MINORITY-OWNED BUSINESSES

As part of the University of Kentucky's plan to progress the institution toward diversity, equity and inclusion, accelerate inclusive excellence and contribute to sustainable economic development, the university created the "Supplier Diversity Purchasing Program" initiative in 2020. Led by UK's chief procurement officer, the initiative expands UK's supplier diversity procurement efforts and has received numerous awards since its inception.

While the initiative has only existed for two years, the impact of the program is already evident. In the past year, under the leadership of UK's first supplier diversity manager, UK has contracted with 893 more diverse companies than the previous year. The UK Supplier Diversity Program also established the Construction Diversity Accelerator program, which helps minority-owned, women-owned and other underrepresented construction-related businesses gain access to the tools, resources and opportunities needed to be competitive in the construction industry.

University of Kentucky

Dear Friends,

Greetings from the University of Louisville. I'm so excited to have joined this outstanding institution in February as its 19th president. Without a doubt, my first weeks here have been full of learning opportunities. I have found this community eager and able to build on its successes, and I very much look forward to working with my leadership team to help UofL realize its strategic goals.

My decision to come to Louisville took careful consideration. As I learned more about UofL's ongoing commitment to strengthening its status as an anchor institution for our region, the opportunity became both a logical and compelling one for me.

I look forward to collaborating with you to take this already established institution to new heights. Together, we will address significant issues such as enrollment, retention, funding and much more. I am confident that the results of our work together will be well worth the effort.

In the meantime, here are some recent highlights from the University of Louisville. I look forward to hearing about your successes.

Finally, on a personal note, I would like to offer my sincere thanks to Lori Stewart Gonzalez, who served as UofL's interim president over the past year, and Gerry Bradley, who served as interim provost. Lori and Gerry demonstrated that administrative transition is no excuse to delay progress. For their diligence and commitment to our university's success, our entire community is grateful.

Kim Schatzel, PhD
President
University of Louisville

UofL environmental health researcher on leave to serve the White House

Natasha DeJarnett, assistant professor of medicine and researcher with the Christina Lee Brown Envirome Institute, is spending a year away from UofL to devote her skills to improving environmental justice for the federal government.

DeJarnett has accepted a one-year fellowship as deputy director for environmental justice data and evaluation for the White House Council on Environmental Quality. The council coordinates the federal government's efforts to improve, preserve and protect public health and the environment. It also advises the president and develops policies on climate change, environmental justice, federal sustainability, public lands, oceans and wildlife conservation.

The White House Council on Environmental Quality created the Climate and Economic Justice Screening Tool. DeJarnett and her team will continue to develop it with input from stakeholders across the U.S. and experts in the field. DeJarnett will also help develop an Environmental Justice Scorecard that will track government agencies' progress on environmental justice.

Two U.S. Army colonels are first women in UofL fellows program

Two colonels in the U.S. Army are the first women to participate in the Army War College Fellows program at the University of Louisville. Col. Kimberly D. Pringle and Col. Karen L. Rutka are in their second semester in the 2022-2023 educational/strategic leadership program hosted at UofL by the McConnell Center. It marks the first time UofL has had two fellows at the same time.

This is the ninth year that UofL has participated in the program, which is based at the Army War College in Carlisle, Pennsylvania, and helps Army leaders sharpen their skills and broaden their outlook as strategic thinkers.

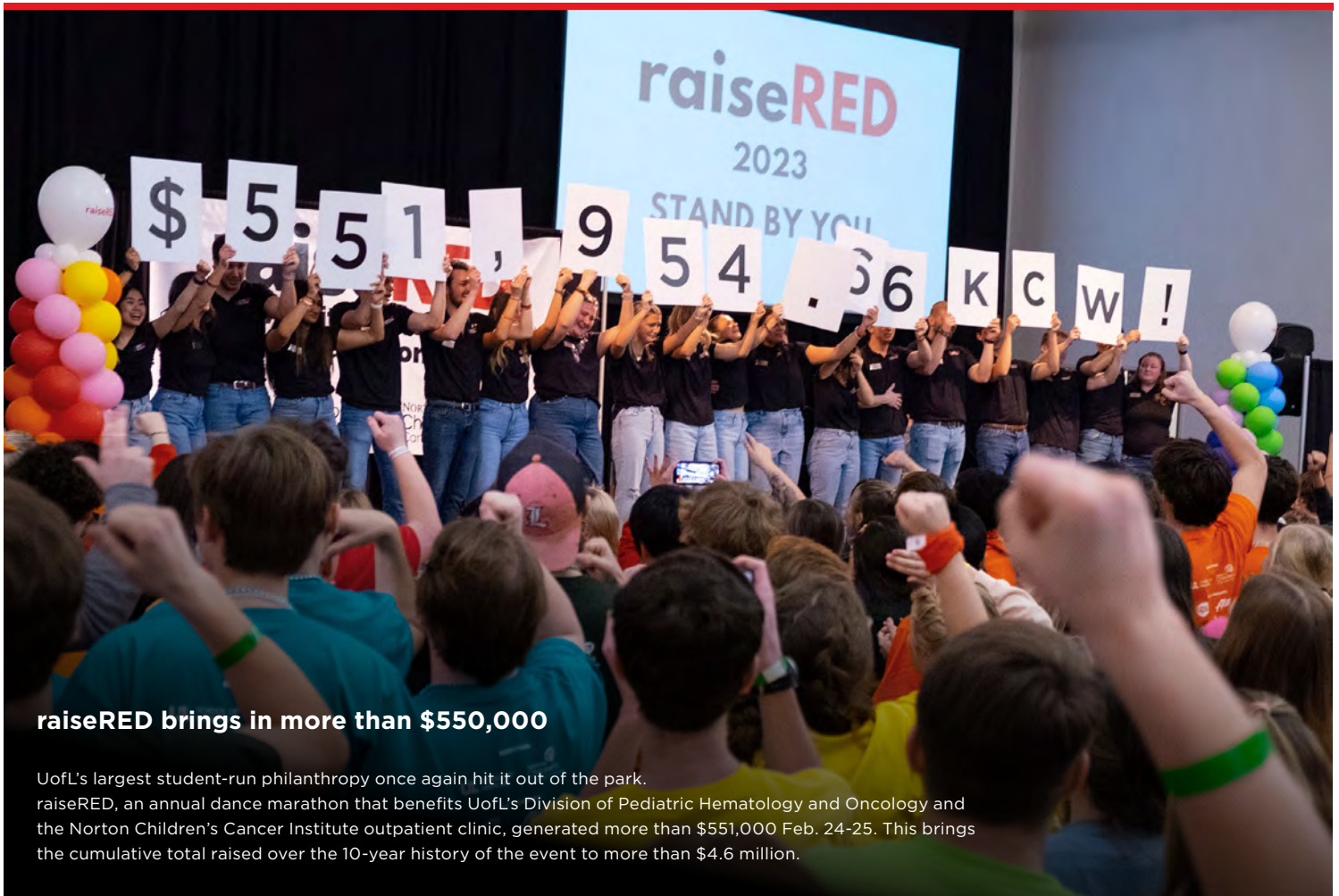## UofL announces Kent School of Social Work & Family Science dean

The University of Louisville has chosen a diversity scholar and seasoned college administrator as the new dean of the top-rated Raymond A. Kent School of Social Work and Family Science. John W. Miller Jr., dean of curriculum and senior diversity officer at St. Norbert College, De Pere, Wisconsin, will begin July 1, pending approval by the UofL Board of Trustees.

The Kent School, founded in 1936, is rated the No. 1 social work program in Kentucky and in the top 17% nationally by U.S. News and World Report.

Among his research interests are the relationship between racism and adverse childhood experiences among African Americans. His textbook, "African American Perspectives: Matters of Consideration for Social Work Practice," was published in 2017. Also in 2017, Miller was selected as the Arkansas Social Worker of the Year by the Arkansas Chapter of the National Association of Social Workers.

UofL recognized for "Best Online Programs"

UofL's fully online programs were acknowledged among some of the top educational opportunities for online students in 2023 by U.S. News & World Report.

The university has appeared in the publication's Best Online Programs rankings for nearly a decade. In 2023, eight programs joined the list across the following categories: Bachelor's Degree, Undergraduate Business, Undergraduate Psychology, Criminal Justice, Computer IT, Engineering, Graduate Education and Master's in Business Administration.

UofL also is ranked as a Best Online Program for Veterans across all the same categories.

raiseRED brings in more than $550,000

UofL's largest student-run philanthropy once again hit it out of the park.
raiseRED, an annual dance marathon that benefits UofL's Division of Pediatric Hematology and Oncology and the Norton Children's Cancer Institute outpatient clinic, generated more than $551,000 Feb. 24-25. This brings the cumulative total raised over the 10-year history of the event to more than $4.6 million.

Central High School students in Pre-Medical Magnet Program receive white coats at UofL

What's normally a rite of passage for medical students has become a symbol of achievement for 33 Central High School juniors who are one step closer to pursuing a career in the medical field.

The Central High School Pre-Medical Magnet Program, which launched in the fall semester of 2022, gives west Louisville students an up-close and personal experience with a career in medicine. Students are able to shadow UofL doctors during rounds at UofL Health – UofL Hospital, scrub into operating rooms and witness surgeries, and also get practice performing simpler procedures like sutures through this immersive curriculum.

With every white coat placed on the shoulders of a student, this ceremony serves as a reminder of goals that can be fulfilled. This historic partnership connects UofL Health, Central High School, UofL School of Medicine and the Falls City Medical Society to encourage the future generation toward a career in the medical field.

The pre-medical pipeline program offers educational opportunities, college credit and hundreds of thousands of dollars in scholarships.

Cardinal Commitment Grant extended to non-Pell-eligible students

UofL's Cardinal Commitment Grant, previously available only to Pell-eligible students, is now offered as two versions to extend the offer to students with financial need who do not qualify for a Pell Grant. The first is need-based aid with a $1,000-$5,000 award amount, and the second is a 100% tuition coverage award.

The grant is renewable for students who continue to meet Satisfactory Academic Progress policy. However, the award amount is locked for renewed years, regardless of changes to a student's state or federal aid. Eligible students should apply to UofL by May 1 to be considered for the Cardinal Commitment Grant. Additional details on the scholarship are available at uofl.me/card-commitment.

UNIVERSITY OF LOUISVILLE

WKU online programs ranked among nation's best

U.S. News & World Report has ranked Western Kentucky University among the top 55 Best Online Bachelor's programs – and No. 2 in Kentucky.

The 2023 rankings are calculated according to each program's engagement, services and technology, faculty credentials and training, and peer assessment. According to the report, "U.S. News chose factors that weigh how these programs are being delivered and their effectiveness at awarding affordable degrees in a reasonable amount of time."

"The fact that WKU is consistently ranked so highly among online degree programs across the United States is a testament to two factors: the high quality of instruction and stellar student support services," said Dr. Marko Dumančić, Western Kentucky University Assistant Provost of Faculty Development and Student Success.

"Our continued growth is in large part due to the intentional efforts of talented professionals across multiple offices: staff from WKU Online, Online Student Services, Online Tutoring Center, Library Services, The Center for Innovative Teaching and Learning, Distance Learning Testing Center, and many others," Dumančić said. "The staff's unceasing dedication to ensure WKU students get the support they need, no matter where they live, is invaluable."

Students have access to online support and resources, including academic support, online tutoring, online writing lab, success coaching, tech support, online testing, and other services to help them succeed.

WKU's Online MBA program earned recognition, ranking No. 1 in Kentucky and within the top 75 in the nation. WKU Online Master's in Education programs ranked No. 2 in Kentucky and within the top 90 in the nation. WKU was also recognized for additional rankings in the following categories: Online Bachelor's Programs for Veterans, Best Online Business Bachelor's Program, Best Online MBA Program for Veterans, and Best Online Education Programs for Veterans.

WKU Office of Scholar Development celebrates $1M+ earned in Gilman Scholarships for study abroad

With the conclusion of the most recent application cycle, WKU students have earned over $1 million from the nationally competitive Benjamin A. Gilman International Scholarship Program. Recipients earn funding for international education, promoting the U.S. Department of State's goal of broadening the student population that studies and interns abroad.

Since the program's inception in 2001, 291 WKU students have earned $1,155,000 in Gilman Scholarships toward study abroad. This success reflects the exceptional support students find in the Office of Scholar Development (OSD). Prior to the office's establishment in 2008, only 7 students were awarded a Gilman Scholarship.

OSD mentors students applying for national scholarships to fund "academic extras" beyond what tuition covers. OSD helps Hilltoppers make more possible by increasing access to study abroad, research, professional experience and more.

To be eligible for the Gilman Scholarship, students must qualify for the Pell Grant, a federal need-based grant awarded to undergraduate students with exceptional financial need. As a result, the population of students representing WKU while studying abroad through WKU Global programs has diversified. Of WKU's Gilman Scholars, 43% were first-generation college students, 40% were students of color, and 8% were nontraditional college students.

"WKU students in these minority groups are given opportunities every day. However, without financial support and personalized encouragement, they can't take advantage of the opportunities sometimes go unmet," said Dr. Martha Sales, Dean of Students and Assistant Vice President for Student Life at WKU.

"This recognition highlights the resilience of these students," she said. "Because of this experience, students sharpen their view of themselves. They see themselves beyond their current circumstances and the categories they have been placed it. They expand their possibilities."

WKU experiences historic fall-to-spring retention increases

Western Kentucky University has again experienced record fall-to-spring retention rates among its undergraduate, degree-seeking students. In an email to campus on February 13, WKU President Timothy C. Caboni announced that the fall-to-spring retention rate for all undergraduate, degree-seeking students has reached 85.1%, the highest it has been since the university began tracking this data in 2010.

"The rate at which students continue their education with us, semester to semester and year to year, demonstrates continued progress toward our goal of an 80% first-year retention rate outlined in our strategic plan, *Climbing to Greater Heights*," President Caboni stated in his **message to campus**.

First-time, first-year students who were enrolled at WKU in the fall 2022 semester returned to the university this spring at a rate of 91.1%, President Caboni announced. This represents a 4.8 percentage point increase in just over half a decade, when retention for first-time, first-year students was 86.3% among the class that entered WKU in the fall of 2017. First-time underrepresented minority (URM) students returned at a rate of 90.8%, a gain of more than 10 percentage points since the 2017-2018 academic year.

President Caboni noted that successfully retaining students illustrates the dedication of WKU's faculty and staff. "It is evidence of your commitment to provide an unparalleled academic experience for our students – from extraordinary instruction and hands-on application to residential life, campus engagement and more," he shared in his email to campus.

The university's Living Learning Communities (LLCs) also played a significant role in these increased retention rates. First-year students who participated in a Living Learning Community returned at a rate of 95.7%, compared to 89.6% of non-LLC participants. "These remarkable results demonstrate the efficacy of our commitment to a comprehensive approach to academic and social integration during the first year," President Caboni noted. "Our continued and growing investments in Living Learning Communities provide students with immediate access to faculty with a shared academic interest, coupled with a supportive living environment and opportunities for academic and social engagement outside the classroom. We see the direct effects of these investments in their retention and success."

Provost Bud Fischer highlighted the role that the university's faculty and staff play in WKU's retention success. "I am thrilled at WKU's retention rates," he said. "Our students are our top priority, and this is a clear indication that they feel supported, engaged and valued on our campus. We are committed to providing them with the opportunities they need to reach their goals, and I am thankful for the efforts of our faculty and staff to help our students succeed."

WKU Forensics Team wins 2023 Kentucky State Championship

The **WKU Forensics Team** won the 2023 Kentucky Forensic Association State Tournament hosted by Owensboro Community and Technical College on February 24-25.

Senior Miles Morton of Sherman Oaks, California, was recognized with the Harlan Hamm Award, given to students for their leadership and excellence both in competition and in their academic endeavors and community service. This honor is bestowed on only four students in the state each season.

In the 13 speech categories, WKU students captured 10 state titles. Additionally, freshman Kole Ingram of Hindman, Kentucky, placed 3rd in Triathlon for his results across multiple events.

WKU also won International Public Debate (IPDA) team sweepstakes. Five WKU students won speaker awards in debate, including senior Miles Morton who was named the top speaker in IPDA Debate.

In recognition of these collective efforts, WKU topped the Large School Sweepstakes category in Individual Events and Debate and ultimately was crowned the Kentucky Forensics Association Grand Champion for the 31st consecutive year.

WKU Director of Forensics Ganer Newman was proud of the team's results. "This was the first in-person State competition since the start of the pandemic. It was great to see the coaches and students from around the state working together to make the tournament a success. We are proud of the way the team represented WKU at State. Now we direct our attention to the Pi Kappa Delta National Tournament, the Debate Grand Prix, and the Asynchronous Speech Championship, before concluding our competitive season with the National Forensics Association Championship tournament in April."

The team will now begin preparations for national competitions.

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KCTCS GOOD NEWS REPORT

ACTC OFFERING
FREE STATE-FUNDED NURSE AIDE PROGRAM

Workforce Solutions at Ashland Community and Technical College (ACTC) is now enrolling for a three-week scholarship nurse aide class beginning in April.

Students who are selected for the class will take the course tuition free and also will receive gift cards through the process to commemorate various milestones.

"It's a great opportunity for someone who has always wanted to become a nurse aide, but never had the funds to pay for it," said Robin Harris, director of Workforce Solutions. "The milestone gift cards will provide additional money up to $1,000 to help students offset other expenses such as gas, supplies, etc."

The scholarship funds are provided by the Commonwealth as a solution to the nurse aide shortage in long-term care facilities. The selection process is based on the minimum requirements and the applicant's needs.

KENTUCKY COMMUNITY & TECHNICAL COLLEGE SYSTEM

ECTC RECEIVES
NEW LABOR AND DELIVERY MANNEQUIN

Elizabethtown Community and Technical College's (ECTC) nursing program is now training students on a new labor and delivery high-fidelity mannequin named Victoria. The mannequin is capable of simulating up to nine true-to-life labor and delivery experiences.

Victoria will advance the opportunity for students to develop skills needed to provide safe and effective care for early pregnancy complications, high-risk deliveries, postpartum emergencies and non-pregnancy scenarios.

"With Victoria and her baby, we're able to simulate situations that students before would have only experienced in clinicals," said Julie Hampton, assistant professor of nursing. "This technology will provide next-level education for our students on women's health. We're very proud to have her."

Kentucky Healthcare Workforce Collaborative, a grant led by the Kentucky Council on Postsecondary Education, provided $62,000 in funding for Victoria as well as other funding for ECTC's Innovation in Healthcare Initiative. Victoria's arrival is a direct result of the effort to address unfunded needs to increase the number of skilled healthcare professionals in communities across the region.

All nursing cohorts and respiratory care students can train with Victoria on breath and cardiac rhythms, intubation scenarios and airway sounds that are synchronized to breathing patterns.

KENTUCKY
COMMUNITY & TECHNICAL
COLLEGE SYSTEM
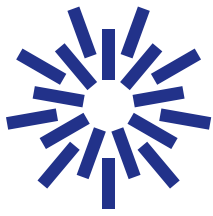
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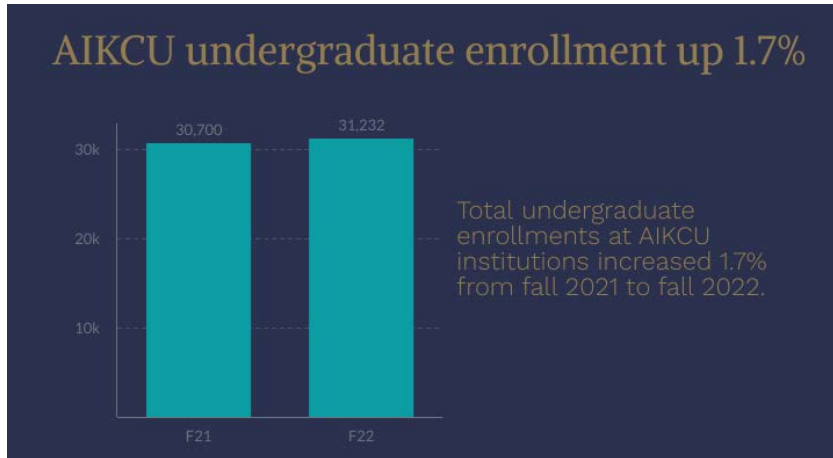
News highlights

Dyer officially named AIKCU president

The AIKCU Board of Directors has officially appointed Mason Dyer to the role of AIKCU president, effective February 1. An AIKCU staff member since 2005, Dyer had most recently served as vice president of public affairs before being named interim president in December 2022.

AIKCU teams shine in basketball postseasons

The undefeated **Transylvania University** women's basketball team will compete for the NCAA Division III National Championship on April 1.

In the NAIA, **Thomas More University** women's basketball finished the postseason as NAIA national runners up, and the **Georgetown College** men's team reached the NAIA semifinals.

AIKCU undergraduate enrollment up 1.7%

30,700 — F21
31,232 — F22

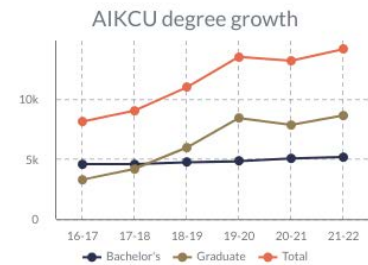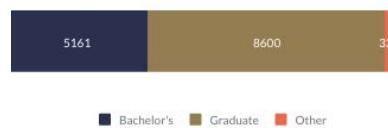Total undergraduate enrollments at AIKCU institutions increased 1.7% from fall 2021 to fall 2022.

According to recently released CPE data, **fall 2022 undergraduate enrollments at AIKCU's 18 member colleges and universities increased by 1.7%** over the previous fall. Overall AIKCU enrollments dipped by 1.6% to 54,428, due to not unexpected graduate enrollment softening after years of rapid growth.

AIKCU members increase degree production by 7.4% in 2021-22

14,096 total degrees

5161 | 8600 | 32

Bachelor's | Graduate | Other

AIKCU degree growth

Bachelor's | Graduate | Total
16-17 | 17-18 | 18-19 | 19-20 | 20-21 | 21-22

Collectively, AIKCU members awarded **14,096 degrees and credentials during 2021-22**. The record total represents **an increase of 7.4% over the previous year, and a 74% increase from just five years earlier**.

Bachelor's degrees awarded by AIKCU member institutions in 2021-22 increased by 2.7% over the previous year, for a record of 5,161. Master's degrees increased by 8%, with total graduate degrees increasing by more than 10% to 8,600.