

## MINUTES

### Joint Meeting Council on Postsecondary Education Kentucky State University Board of Regents April 25, 2003

The Council on Postsecondary Education and the Kentucky State University Board of Regents met in a joint session April 25, 2003, at 4 p.m. at the council offices in Frankfort, Kentucky. The chairs of the two boards, Norma Adams and William Wilson, conducted the meeting.

#### ROLL CALL

The following members of the Council on Postsecondary Education were present: Norma Adams, Steve Barger, Walter Baker, Peggy Bertelsman (by ITV), Bart Darrell, Richard Freed, Susan Guess (by ITV), Esther Jansing, Joan Taylor, and Charles Whitehead. Lois Combs Weinberg participated by telephone but was not included in the quorum. Ron Greenberg, John Hall, Charlie Owen, Chris Pace, and Gene Wilhoit did not attend.

The following members of the Kentucky State University Board of Regents were present: Mikiyon Alexander, Charles Bennett, Ishmon Burks, Cornelia Calhoun, Laura Douglas, Marlene Helm, Roger Reynolds, Marcia Milby Ridings, Brenda Schissler, Harry Lee Waterfield II, and William H. Wilson. There were no members absent. (The KSU regents reconvened after recessing from its board meeting started earlier in the day on the KSU campus.)

#### WELCOME

Ms. Adams welcomed the members of the KSU board. She also welcomed Tom Layzell to his first official meeting as president of the council.

#### CPE STAFF

Dr. Layzell introduced Sandy Woodley, the council's new vice president for finance. Sandy previously served as the associate director for finance of the Alabama Commission on Higher Education.

#### KSU COMPREHENSIVE ASSESSMENT

Ms. Adams said that the purpose of the joint meeting was to discuss the comprehensive assessment of Kentucky State University. In December 2002, the two boards commissioned the assessment from the consulting firm of Baker and Hostetler, LLP, of Cleveland, Ohio. The assessment analyzes various aspects of KSU including its institutional mission, academic programs, administrative structure, and budget and

operations. The report also provides recommendations for improvement of the institution.

Ms. Adams said that Kentucky's postsecondary reform will not succeed unless all of the institutions are full and active partners. Reform depends on KSU's ability to fulfill its unique role in the postsecondary education system. She said that the report is not an assessment of the past but rather a study to help focus on the future of KSU and build on its strengths. She said that she is confident that the members of both boards will dedicate themselves to work together, using this document as a plan of action. She said that action begins today and will move swiftly. Ms. Adams said the council looks forward to working with the members of the KSU board and with President William Turner.

Mr. Wilson said that this report will present many challenges and the board is willing to face these challenges, execute this plan, and work to move KSU forward. He reminded everyone that student achievement should always be the primary goal in whatever is done.

**RECOMMENDATION:** The KSU Oversight Comprehensive Assessment Committee recommends:

- That the Council on Postsecondary Education and the KSU Board of Regents receive the Comprehensive Assessment Report from Baker & Hostetler, LLP.
- That the council and the KSU board extend the life of the KSU Comprehensive Assessment Oversight Committee to monitor the implementation of the recommendations of the report and to periodically report to the KSU board and the council.
- That the council and the KSU board direct their two presidents to meet, develop an implementation agenda and timeline, and report back to the Oversight Committee.

**MOTION BY CPE:** Mr. Barger moved that the council approve the recommendation. Mr. Whitehead seconded the motion.

**MOTION BY KSU BOARD:** Ms. Douglas moved that the KSU Board of Regents approve the recommendation. Mr. Reynolds seconded the motion.

Ms. Helm said that this assessment has accomplished what was intended by postsecondary reform – collaboration between the institutions and the council to achieve the greater good and to move the institutions forward. Ms. Helm

recognized members of the oversight committee: from KSU, in addition to herself, Mr. Waterfield, Mr. Bennett, and Ms. Douglas; from the council, Mr. Whitehead, Ms. Jansing, Mr. Baker, and Mr. Barger. (Ms. Helm and Mr. Barger served as committee co-chairs.) Ms. Helm reviewed the activities of the committee from the issuance of the RFP through the completion of the report.

Mr. Barger introduced the leaders of the assessment team at the meeting – Raymond Pierce (with Baker & Hostetler, LLP, Cleveland, Ohio) and Garrison Walters (vice chancellor for academic affairs and economic advancement with the Ohio Board of Regents). Larry Goldstein, president of Campus Strategies, a management consulting firm, participated in the meeting by telephone. Other team members were Carol Anderson, assistant professor of history, University of Missouri-Columbia; Mickey L. Burnim, chancellor of Elizabeth City State University in North Carolina; Jinnie Y. Davis, library consultant and librarian emeritus, North Carolina State University Libraries; John A. Muffo, director of the academic assessment program, Virginia Tech University; Rayma E. Smith, dean of humanities and sciences, Cincinnati State Technical and Community College; and Melvin T. Stith, dean and professor of business administration, Florida State University.

Mr. Pierce, Mr. Walters, and Mr. Goldstein led a discussion of the report and the next steps toward implementation of the recommendations. Major points of discussion included the vision and mission of KSU, the appropriateness of KSU's benchmark institutions used by the council to determine funding, and the status of the land-grant appropriations match.

A major challenge for KSU is that its currently unfocused sense of mission comes from three different areas: being an historically black university, a liberal arts institution, and a land-grant university. Mr. Pierce said that the review team believes that a synthesis of these into a single mission is possible, but many people at KSU appear to believe that this is impossible. The lack of a focused and clear mission has resulted in a number of problems, including internal conflict, a lack of responsibility in academic departments for the success of students entering the university without sufficient preparation, and a sense of autonomy that has various units sometimes working independently.

The review team examined the process used to determine the benchmark institutions and concluded that KSU has an inappropriate group. The enrollment of most of the

benchmark institutions is much higher than at KSU. The institution incurs a significant amount of infrastructure and overhead costs relative to its enrollment.

Mr. Pierce said that KSU believes that the Commonwealth has failed to provide the funds needed to match appropriations received as a result of KSU's federal land-grant status. The terms of the program require that matching funds be additive. In other words, resources already provided and otherwise available cannot be designated as matching funds to satisfy the program requirements. Because the appropriation process under benchmark funding does not identify matching funds separately, the KSU staff believes that the Commonwealth has failed to meet its commitments. The council staff contends that the requirements have been met because the base funding level, established when the benchmark funding approach was adopted, already includes the required matching funds.

Mr. Pierce said that during the assessment team review, the council staff provided documents to demonstrate that the state has met its responsibilities. With the exception of a two-year period (FY 2001 and FY 2002), it appears that KSU has received sufficient funding to satisfy the matching requirements established for land-grant institutions. The council staff has written documentation from the U.S. Department of Agriculture that Kentucky has satisfied the requirements of federal legislation. But when contacted by the review team, a USDA official indicated that the council's interpretation, though technically accurate, failed to address the intent of the legislation. According to this official, the legislation was intended to encourage incremental increases in funding to the institutions (including KSU) but, for political reasons, the legislation did not mandate this.

Mr. Pierce said that this matter must be brought to closure in order for KSU and the council to have an effective working relationship. The review team included in its report a recommendation that the council and KSU jointly prepare a letter to the USDA seeking written confirmation of the intent of the legislation and work together to resolve this issue.

Mr. Barger pointed out a statement included in the report that speaks not to past blame but to future responsibility:

*Responsibility for the future success of KSU must be shared. Recovering from the leadership and related fiscal problems of the recent past must fall under the aegis of the governing authority – the Board of*

*Regents. It is up to the board to ensure that KSU rebuilds from its problems and that the university is operated at a level of efficiency and effectiveness that is not merely satisfactory, but exemplary. On the other hand, the university's current difficulties do not relieve the Commonwealth of Kentucky of its responsibilities to strive for solutions that ensure that the institution is successful, nor do they relieve the Commonwealth of its obligations under the Partnership Agreement. Finally, as the board exerts its leadership with the assistance of the Council on Postsecondary Education and the Commonwealth, it will be important for faculty, alumni, and others in the KSU family to strive for an atmosphere of cooperation and collegial governance.*

VOTE BY CPE: The motion passed.

VOTE BY KSU BOARD: The motion passed.

The joint meeting adjourned at 5:55 p.m. The KSU board then returned to its regular meeting.

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Thomas D. Layzell  
President

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Phyllis L. Bailey  
Associate, Executive Relations