

KENTUCKY COUNCIL ON POSTSECONDARY EDUCATION EXECUTIVE COMMITTEE



November 17, 2023 – 8:30 a.m. ET
Kentucky State University, Cooperative Extension Building, Rm 238C

- I. Call to Order and Roll Call**
- II. Action Items**
 - A. Approval of the Minutes (September 19, 2023 meeting) 2
 - B. Remaining 2024 CPE Board Meeting Dates 6
 - C. Kentucky State University Management Improvement Plan Revision 7
- III. Information and Updates**
 - A. KSU Management Improvement Plan Evaluation Presentation
from Moss Adams 9
 - B. CPE President Update
- IV. Other Business**
- V. Adjournment**

MEETING MINUTES

Draft for Approval by the Executive Committee on November 17, 2023

Who: Kentucky Council on Postsecondary Education
Meeting Type: Executive Committee
Date: September 19, 2023
Time: 8:30 a.m. ET
Location: CPE Offices, 100 Airport Road, Frankfort – 2nd floor Boardroom

CALL TO ORDER

The Executive Committee of the Kentucky Council on Postsecondary Education met Friday, September 19, 2023, at 8:30 a.m., ET. The meeting occurred in the second-floor boardroom at the Council offices in Frankfort, Kentucky. Chair Madison Silvert presided.

ROLL CALL

All members were in attendance: CB Akins, Kellie Ellis, Eric Farris (joined at 8:40), Karyn Hoover, and Madison Silvert.

Heather Faesy, CPE's senior associate for Board Relations, served as recorder of the meeting minutes.

APPROVAL OF THE MINUTES

The minutes of the June 7, 2023 and June 28, 2023, Committee meetings were approved as distributed.

REVISED MEETING SCHEDULE

Ms. Heather Faesy, Board Liaison, presented the revised meeting date of November 17, 2023, for approval. Since the Council originally approved the 2023-24 meeting dates, additional legislative requirements were tasked to CPE and the original meeting date of October 27 needed to be postponed.

MOTION: Ms. Hoover moved the Executive Committee approve the revised meeting schedule and recommend final approval by the Council at its September 19, 2023, meeting. Dr. Ellis seconded the motion.

VOTE: The motion passed.

REVISIONS TO THE POLICY FOR NEW BOARD MEMBER ORIENTATION AND EDUCATION PROGRAM

Ms. Lee Nimocks, Sr. Vice President and Chief of Staff, and Ms. Faesy, presented the proposed revisions to the policy for new board member orientation and education program. Staff regularly review the policy to ensure all statutory requirements are met as well as current practices are documented. The following revisions were proposed to clarify program delivery and updated timelines, and a copy of the proposed revisions was included in materials.

- Section 2 - Updated language to reflect current practices regarding in-person versus online delivery of the program.
- Section 4 - Updated submission dates
- Section 5 - Updated to reflect current continuing education opportunities.

MOTION: Rev. Akins moved the Executive Committee approve the proposed revisions to the policy for new board member orientation and education program and recommend final approval by the Council at its September 19, 2023, meeting. Ms. Hoover seconded the motion.

VOTE: The motion passed.

MODIFICATIONS TO THE KENTUCKY STATE UNIVERSITY (KSU) MANAGEMENT IMPROVEMENT PLAN

Mr. Travis Powell, Vice President and General Counsel, presented the proposed modifications to the KSU Management Improvement Plan. In the process of completing the first two quarterly reports for the KSU Management Improvement Plan, reviewing of the Examination of Financial Operations and Internal Policies and Controls of KSU issued by the Kentucky Auditor of Public Accounts, and engaging with new KSU President Dr. Koffi Akakpo on his vision for the university, CPE staff identified proposed modifications to the Plan, including but not limited to the allocation of \$10 million in incentive funding for completion of Objectives and Deliverables.

The following new objectives were recommended, and each included corresponding deliverables, deadlines for completion, and funding allocations:

- Develop a plan for a new college of business, engineering, and technology.
- Create a center for Global Learning and International Student Services.
- Digitization of Student Records.
- Completion of a 5-year budget for the university.
- Implement training program for business procedures related to the incorporation of National Association of College and University Business Officers (NACUBO) Financial Accounting and Reporting Manual for Higher Education (FARM) as a guiding document for all business procedures.

- Create a tracking system for the Board of Regents for resolutions passed with regular updates on implementation.
- Provide annual training to all staff, with a focus on select KSU policies, which should include, at a minimum, ethics, conflicts of interest, conflicts of commitment (as applicable).

Additionally, the following objectives and deliverables were identified for release of incentive funding, and a rationale was provided for each:

- Determine an operating structure for a distinct KSU online subsidiary.
- Complete the Banner accounting system optimization project and ADP payroll system transition to Banner.
- Develop a campus master plan and a three to five-year capital project plan focused on asset preservation.
- Completed business procedures document in relation to incorporating National Association of College and University Business Officers (NACUBO) Financial Accounting and Reporting Manual for Higher Education (FARM) as a guiding document for all business procedures.
- Improve the accounting and reporting system, as well as internal controls over financial reporting, and provide quarterly Generally Accepted Accounting Principles (GAAP) statements and other financial information to the Board of Regents.
- Implement a formal accounting and reporting framework for endowment distributions.
- Develop a system to manage institution-wide and program/departmental student cohorts to improve completion rates.
- Evaluate and revise internal budgetary controls and provide a quarterly budget to actual report to the Board of Regents.
- Improve the accounting and reporting system, as well as internal controls over financial reporting, and provide quarterly Generally Accepted Accounting Principles (GAAP) statements and other financial information to the Board of Regents.

Discussion among the committee members centered on KSU's current left of deferred maintenance as well as their ability to produce monthly updates in a timely manner as requested by the Council.

MOTION: Dr. Ellis moved the Executive Committee approve the proposed modifications to the Kentucky State University Management Improvement Plan in accordance with HB 250 (2022) and recommend final approval by the Council at its September 19, 2023, meeting. Rev. Akins seconded the motion.

VOTE: The motion passed.

CPE PRESIDENT UPDATE

No business was discussed.

OTHER BUSINESS

The Committee discussed the increased fire and tornado insurance rates anticipated during the next biennium and how that's impacting the 2024-26 biennial budget request.

ADJOURNMENT

The Executive Committee adjourned at 9:30 a.m., ET.

DRAFT

TITLE: Remaining 2024 CPE Board Meeting Dates

DESCRIPTION: Staff recommends the Executive Committee approve the proposed meeting dates for September and November 2024, and recommend approval by the full Council at its November 17, 2023 meeting.

STAFF CONTACTS: Lee Nimocks, Sr. Vice President and Chief of Staff
Heather Faesy, Board Liaison

Per KRS 164.011(9), the Council is required to meet quarterly, but may meet more upon the call of the chair. In order to conduct its business efficiently, the Council typically meets five times per year and standing committees meet prior to each Council meeting.

The Council approved the revised 2023-24 meeting schedule at its September 19, 2023, meeting. To plan out the rest of the calendar year's events and approval items, staff recommend the Committee review and approve the September and November 2024 meeting dates. The 2025 meeting dates would be proposed mid-year of 2024.

PROPOSED DATES	MEETING TYPE
Sept 9, 2024 (Mon)	ASI Committee – 10am Finance Committee – 1pm
Sept 16-17, 2024 (Mon-Tues)	CPE Work Session & Business Meeting 2024 Postsecondary Education Trusteeship Conference
Nov 11, 2024 (Thurs)	ASI Committee – 10am Finance Committee – 1pm
Nov 21-22, 2024 (Thurs-Fri)	Work session and business meeting

*The Executive Committee meetings will be scheduled/requested by the Chair.

TITLE: Kentucky State University Management Improvement Plan Revision

RECOMMENDATION: Council staff recommend the Executive Committee allow \$100,000 in incentive funding for completed mental health related deliverable completed in FY 2023 to be used for interim assistance in financial aid processing, and recommend final approval by the Council at its November 17, 2023, meeting.

PRESENTERS: Travis Powell, Vice President and General Counsel

BACKGROUND INFORMATION

On March 31, 2023, the Council approved several modifications to the Kentucky State University (KSU) Management Improvement Plan (MIP), including the following objective:

Objective: Improve support for student mental health

Deliverable: Participate in the Jed Foundation Program and provide Mental Health First Aid training.

The **rationale** upon which this was approved was as follows: 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.

REASON FOR REQUESTED REVISION

KSU completed this approved Deliverable and the funds were transferred to be used to supplement the remaining costs of the JED campus project and the institution-wide implementation of Timely MD. However, the Kentucky Student Success Collaborative covered the remaining cost of the JED campus project. As for the Mental Health First Aid training, Timely MD provides 24/7 access to physical and behavioral health practitioners for KSU students. KSU is currently participating in this program and plans to continue with the Timely MD contract for the foreseeable future. Considering the continuing nature of this engagement,

KSU determined it was best to use federal Title III grant funds, which are allocated on a recurring basis, to cover the cost of the Timely MD contract. As such, the \$100,000 in incentive funding awarded is no longer needed for this purpose.

RATIONALE FOR REVISION

KSU has indicated that it plans to use the funds to provide interim support for financial aid services. Within six weeks of the start of the semester, the financial aid office went from four full-time staff members to zero. With medical leaves and unexpected separations, the University was left with no choice but to explore hiring interim staff as several student aid packages remained to be processed and disbursed. Financial aid is a very niche function requiring special skill to comprehend and adhere to federal and state guidelines. Compliance is critical. As such, KSU engaged with Blue Icon advisors to provide necessary staffing until the office can be fully staffed. Permanent hires in the financial aid office have now been made and individuals will begin working soon. Other hires are in process.

TITLE: KSU Management Improvement Plan Evaluation Presentation from Moss Adams

DESCRIPTION: Consultants from Moss Adams will provide an update on the evaluation of KSU's progress toward their Management Improvement Plan.

STAFF CONTACT: Travis Powell, Vice President and General Counsel

Moss Adams, one of the 15 largest public accounting firms in the United States, was contracted with Kentucky State University to provide independent monitoring of KSU's progress toward completing its Management Improvement Plan objectives and other requirements of HB 250 (2022). Specifically, this monitoring includes:

1. Tracking KSU's progress toward completing objectives.
2. Developing methods in coordination with CPE to measure and evaluate the university's performance.
3. Evaluating and reporting on the overall performance of the university in the eight areas identified in HB 250.
4. Evaluating the governance and operational structure of the university.
5. Tracking the university's overall compliance with HB 250.

Consultants from Moss Adams will attend the Executive Committee meeting to discuss KSU's progress toward the identified objectives, their methodology for review, and their achievements to date.

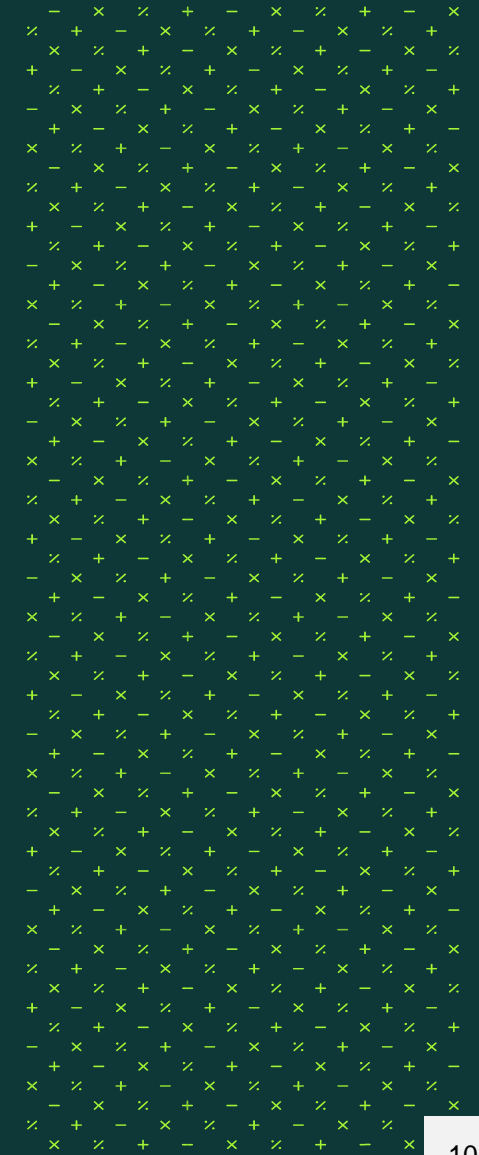


MOSSADAMS

Council on Postsecondary Education

Management Improvement Plan for KSU

November 17, 2023



Objectives

Provide independent monitoring of KSU's progress toward completing MIP objectives and other requirements of HB 250. This includes:

1. Tracking KSU's progress toward completing objectives
2. Developing methods in coordination with CPE to measure and evaluate the university's performance
3. Evaluating and reporting on the overall performance of the university in the eight areas identified in HB 250
4. Evaluating the governance model of the university
5. Tracking the university's overall compliance with HB 250



Progress Toward Objectives

1. Tracking KSU's progress toward completing objectives – **Ongoing**
2. Developing methods in coordination with CPE to measure and evaluate the university's performance – **Completed**
3. Evaluating and reporting on the overall performance of the university in the eight areas identified in HB 250 – **Ongoing**
4. Evaluating the governance model of the university – **Ongoing, to be reported after Q4 FY2024**
5. Tracking the university's overall compliance with HB 250 – **Ongoing, to be reported after Q4 FY2024**



Methodology

- Developed a comprehensive tracking tool to monitor KSU's progress with deadlines for each objective
- Review deliverables as they are due (annually, quarterly, monthly) for completion toward objective
- Follow-up with KSU as necessary
- Prepare monthly and quarterly deliverable reports for CPE



Overall Achievements

- Reported two quarterly deliverables to CPE
- Reported three monthly deliverables to CPE beginning in September
- Increased understanding and awareness of MIP objectives across the university
- Increased timeliness and completeness of monthly finance objectives



KSU's HB 250

► Achievements To Date



Summary of Quarterly Objectives

MIP Element	Objectives Implemented	Objectives Partially Implemented	Objectives Not Implemented	Undetermined	Not Yet Due	Total
Policies and Procedures	1	1	0	0	9	11
Salary Ranges	3	6	0	0	4	13
Board Training	7	1	0	0	8	16
Academic Programs	4	5	1	0	8	18
Finance	15	18	2	0	23	58
Student Success	2	5	0	0	6	13
Student Academic Programs	0	1	0	0	6	7
Online Programs	1	1	0	0	3	5
Summary	33	38	3	0	67	141





Quarterly Objective Statistics

- Approximately 45% of due objectives are fully implemented
- 51% of due objectives are partially implemented
- Only 4% of due objectives are not yet implemented



Appendix

Detailed Objective Summaries



Policies and Procedures

Comprehensive catalog and review of KSU policies and procedures to promote efficiency and compliance.

Validation Summary

Deliverable Status	Q4 FY 2023	Q1 FY 2024	Q2 FY 2024	Q3 FY 2024	Q4 FY 2024
Objectives Implemented	0	1			
Objectives Partially Implemented	0	1			
Objectives Not Implemented	1	0			
Undetermined	0	0			
Due Later	10	9			
Total Objectives	11	11			



Salary Ranges

Guidelines for salary ranges and benefits for all faculty, staff, and administrators

Validation Summary

Deliverable Status	Q4 FY 2023	Q1 FY 2024	Q2 FY 2024	Q3 FY 2024	Q4 FY 2024
Objectives Implemented	3	3			
Objectives Partially Implemented	3	6			
Objectives Not Implemented	1	0			
Undetermined	0	0			
Due Later	6	4			
Total Objectives	13	13			



Board Training

Board member training and development, including financial oversight and effective committee structure

Validation Summary

Deliverable Status	Q4 FY 2023	Q1 FY 2024	Q2 FY 2024	Q3 FY 2024	Q4 FY 2024
Objectives Implemented	3	7			
Objectives Partially Implemented	0	1			
Objectives Not Implemented	1	0			
Undetermined	1	0			
Due Later	11	8			
Total Objectives	16	16			



Academic Programs

Academic program offerings, course offerings, and faculty productivity guidelines

Validation Summary

Deliverable Status	Q4 FY 2023	Q1 FY 2024	Q2 FY 2024	Q3 FY 2024	Q4 FY 2024
Objectives Implemented	1	4			
Objectives Partially Implemented	6	5			
Objectives Not Implemented	1	1			
Undetermined	1	0			
Due Later	9	8			
Total Objectives	18	18			



Finance

Accounting and fiscal reporting systems, collections, budget, and internal controls

Validation Summary

Deliverable Status	Q4 FY 2023	Q1 FY 2024	Q2 FY 2024	Q3 FY 2024	Q4 FY 2024
Objectives Implemented	4	8			
Objectives Partially Implemented	6	8			
Objectives Not Implemented	3	1			
Undetermined	4	0			
Due Later	23	23			
Total Objectives	40	40			



Finance – Cont.

Recurring reporting
(monthly and
quarterly)

Validation Summary

Deliverable Status	Q4 FY 2023	Q1 FY 2024	Q2 FY 2024	Q3 FY 2024	Q4 FY 2024
Objectives Implemented	3	7			
Objectives Partially Implemented	12	10			
Objectives Not Implemented	3	1			
Undetermined	0	0			
Total Objectives	18	18			



Student Success

Student success and enrollment management strategies

Validation Summary

Deliverable Status	Q4 FY 2023	Q1 FY 2024	Q2 FY 2024	Q3 FY 2024	Q4 FY 2024
Objectives Implemented	2	2			
Objectives Partially Implemented	4	5			
Objectives Not Implemented	0	0			
Undetermined	0	0			
Due Later	7	6			
Total Objectives	13	13			



Student Academic Progress

Student academic progress and results

Validation Summary

Deliverable Status	Q4 FY 2023	Q1 FY 2024	Q2 FY 2024	Q3 FY 2024	Q4 FY 2024
Objectives Implemented	0	0			
Objectives Partially Implemented	0	1			
Objectives Not Implemented	1	0			
Undetermined	0	0			
Due Later	6	6			
Total Objectives	7	7			



Online Programs

Development of online curricula with the intent of offering bachelor's and master's degrees

Validation Summary

Deliverable Status	Q4 FY 2023	Q1 FY 2024	Q2 FY 2024	Q3 FY 2024	Q4 FY 2024
Objectives Implemented	0	1			
Objectives Partially Implemented	2	1			
Objectives Not Implemented	0	0			
Undetermined	0	0			
Due Later	3	3			
Total Objectives	5	5			



Questions





Kentucky State University
MANAGEMENT IMPROVEMENT PLAN
QUARTERLY REPORT FOR Q4 2023

Moss Adams LLP
999 Third Avenue, Suite 2800
Seattle, WA 98104
(206) 302-6500



Table of Contents

I. Background, Scope, and Methodology	1
II. Validation Summary	2
A. Element 1: Policies and Procedures	2
B. Element 2: Salary Ranges	3
C. Element 3: Board Training	5
D. Element 4: Academic Programs	6
E. Element 5: Finance	9
F. Element 6: Student Success	20
G. Element 7: Student Academic Progress	23
H. Element 8: Online Programs	24



I. BACKGROUND, SCOPE, AND METHODOLOGY

Moss Adams LLP (Moss Adams) was engaged by the Kentucky Council on Postsecondary Education (CPE) to monitor and report on Kentucky State University's (KSU, the University) progress toward implementing its established Management Improvement Plan (MIP). The MIP for KSU was adopted in November 2022. It was designed to assist with organizational and financial stability and includes, but is not limited to, the following elements:

- **Policies and Procedures:** A comprehensive cataloging and review of KSU policies and procedures to ensure efficiency and compliance with state and federal law
- **Salary Ranges:** Guidelines for salary ranges and benefits for all faculty, staff, and administrators
- **Board Training:** Mandatory board member training and development, including but not limited to financial oversight and effective committee structure
- **Academic Programs:** Academic program offerings, course offerings, and faculty productivity guidelines
- **Finance:** Accounting and fiscal reporting systems, collections, budget, and internal controls over expenditures and financial reporting
- **Student Success:** Student success and enrollment management strategies
- **Student Academic Progress:** Student academic progress and results
- **Online Programs:** Development of online curricula with the intent of offering bachelor's and master's degrees.

As detailed in the validation summaries throughout this report, each element includes required objectives and associated deliverables. Moss Adams began reviewing deliverable status for Quarter 4 2023 (March 1 through June 30, 2023) and any outstanding deliverables from prior quarters. CPE reviewed completed deliverables prior to Quarter 4 2023. Procedures used to assess progress toward completion varied based on the nature of the deliverable.

In this report, each deliverable includes a result of "Implemented," "Partially Implemented," "Not Implemented," or "Undetermined" as defined below:

- **Implemented:** KSU fully implemented the deliverable as of Q4 2023.
- **Partially Implemented:** Steps toward implementation were noted as of Q4 2023; however, KSU deliverable exceptions were identified.
- **Not Implemented:** Evidence of implementation or steps toward implementation by KSU were not available as of Q4 2023.
- **Undetermined:** Implementation could not be determined, or evidence could not be verified.



II. VALIDATION SUMMARY

A. ELEMENT 1: POLICIES AND PROCEDURES

Element 1 is related to the need to create a comprehensive catalog and review of University policies and procedures to ensure efficiency and compliance with state and federal law.

#	Objective	Deliverable	Deadline	Validation Comments	Validation Result
1.7.1	Review all policies and procedures and revise for content or elimination on a schedule provided to CPE by KSU, except for those polices listed below, which must be completed by a date specified by CPE. The Gold Book, Bylaws of Kentucky State University, The Faculty Handbook, Human Resource Policy Manual, The K-Book, The Kentucky State University Student Handbook	Revised Policies	Q4 FY 2023	Staff reported they will be developing a schedule that outlines when each policy will be reviewed and updated, but this has not yet been established.	Not Implemented

Validation Summary

Deliverable Status	Q4 FY 2023	Q1 FY 2024	Q2 FY 2024	Q3 FY 2024	Q4 FY 2024
Objectives Implemented	0				
Objectives Partially Implemented	0				
Objectives Not Implemented	1				
Undetermined	0				
Due Later	8				
Total Objectives	9				



B. ELEMENT 2: SALARY RANGES

Element 2 is related to the need for guidelines for salary ranges and benefits for all faculty, staff, and administrators.

#	Objective	Deliverable	Deadline	Validation Comments	Validation Result
2.1.1	Review all currently offered benefits, vacation, sick leave and holiday policies at other Kentucky institutions and ensure competitiveness and consistency.	Summative Report	Q3 FY 2023	CPE verified that KSU implemented this objective. KSU staff completed a review of benefits in comparison to Kentucky public and peer institutions. The review found that benefits are generally competitive with other Kentucky public institutions, though KSU offers more paid holidays and higher than average vacation leave.	Implemented
2.2.1	Review all positions at the University, including those filled and unfilled, to determine need.	Summative Report	Q4 FY 2023	Staff reported the process to review staffing levels has started but not yet been completed.	Partially Implemented
2.3.1	Identify positions that should be eliminated or reconstituted to meet the needs of the University.	Summative Report	Q4 FY 2023	Staff reported the process to review staffing levels has started but not yet been completed.	Partially Implemented
2.4.1	Establish descriptions for all positions including any qualification requirements and an outline of duties and responsibilities.	Summative Report	Q4 FY 2023	Staff reported this objective is on hold until the total compensation survey is completed by Gallagher HR and Compensation Consulting (Gallagher). See objective 2.5.1.	Not Implemented
2.5.1	Establish salary and benefit guidelines for all faculty, staff, and administrator positions using other Kentucky institutions and national peer institutions for comparison.	Contract for salary range and benefit study	Q4 FY 2023	A contract with Gallagher to complete a total compensation survey was executed. The contractor will consider faculty, staff, and administrative positions with KSU's peer group and regional institutions.	Implemented



#	Objective	Deliverable	Deadline	Validation Comments	Validation Result
2.7.1	Establish a master position list and develop protocols for adding and subtracting positions to and from the list.	Master Position List and Modification Policy	Q3 FY 2023	CPE verified that KSU implemented this objective. A master position list was established, and protocols were developed for adding and subtracting positions to and from the list.	Implemented
2.7.2	Establish a master position list and develop protocols for adding and subtracting positions to and from the list.	Finalized modification policy including process for regular master position list review	Quarterly	The protocols for adding and subtracting positions from the master position list are awaiting approval from senior administration. Once the process is finalized, Moss Adams will review the master position list compared to quarterly hirings, dismissals, and reassignments on a quarterly basis for at least two quarters.	Partially Implemented

Validation Summary

Deliverable Status	Q4 FY 2023	Q1 FY 2024	Q2 FY 2024	Q3 FY 2024	Q4 FY 2024
Objectives Implemented	3				
Objectives Partially Implemented	3				
Objectives Not Implemented	1				
Undetermined	0				
Due Later	6				
Total Objectives	13				



C. ELEMENT 3: BOARD TRAINING

Element 3 is related to the need for mandatory board member training and development, including but not limited to financial oversight and effective committee structure.

#	Objective	Deliverable	Deadline	Validation Comments	Validation Result
3.1.1	Complete Association of Governing Boards (AGB) training on Foundational Aspects of Trusteeship.	Summative Report	Q3 FY 2023	CPE verified that KSU implemented this objective. The KSU Board participated in the AGB Foundational Aspects of Trusteeship training in fall 2022.	Implemented
3.5.1	Establish an Audit and Compliance Committee and define its relationship to the internal auditor.	Creation of New Committee	Q4 FY 2023	Staff reported an Audit and Compliance Committee has been discussed but not yet established.	Not Implemented
3.9.1	Make Regent attendance at the annual CPE Trusteeship conference mandatory.	Board Action	Q3 FY 2023	CPE verified that KSU implemented this objective. The Board took action to state Board member attendance at the annual CPE Trusteeship conference is expected and strongly recommended.	Implemented
3.10.1	Complete CPE-facilitated training on the history of the University as a state entity that covers its recent financial crisis.	Training Completed	Q4 FY 2023	CPE verified that KSU implemented this objective. The Kentucky Auditor of Public Accounts (APA) report was presented to the Board, which provided the Board with an understanding of KSU's fiscal circumstances.	Implemented
3.11.1	Participate in the Association of Governing Boards (AGB)/Gardner Institute Governing Board Equity in Student Success Project.	Participation Confirmation	Quarterly	Staff reported a select number of Regents are actively participating in the AGB/Gardner Institute Governing Board Equity in Student Success Project, but no supporting documentation was provided for validation.	Undetermined



Validation Summary

Deliverable Status	Q4 FY 2023	Q1 FY 2024	Q2 FY 2024	Q3 FY 2024	Q4 FY 2024
Objectives Implemented	3				
Objectives Partially Implemented	0				
Objectives Not Implemented	1				
Undetermined	1				
Due Later	10				
Total Objectives	15				

D. ELEMENT 4: ACADEMIC PROGRAMS

Element 4 is related to the need for academic program offerings, course offerings, and faculty productivity guidelines.

#	Objective	Deliverable	Deadline	Validation Comments	Validation Result
4.1.1	Utilizing Gray Associates PES+ Market system and Institutional Research data: Evaluate the viability of all current academic programs.	Summative Report	Q3 FY 2023	CPE verified that KSU implemented this objective. KSU conducted an evaluation of its current program portfolio in collaboration with CPE. As part of this effort, Gray Associates completed a Program Portfolio Analysis that included analysis of KSU's current programs and potential new programs.	Implemented
4.1.2	Utilizing Gray Associates PES+ Market system and Institutional Research data: ii. Close low-performing programs (as defined by CPE) and those not aligned with the University's mission.	Suspend programs with plan to close in CPE program	Q4 FY 2023	Gray Associates held a Program Market Assessment Workshop in March 2023. The Workshop resulted in recommendations to fix or sunset one program, conditionally sunset one	Partially Implemented



#	Objective	Deliverable	Deadline	Validation Comments	Validation Result
		inventory and teach out plan		program, and sunset four programs. University leadership has not yet made final decisions about closing programs, so suspension and teach-out plans have not yet been developed.	
4.1.3	Utilizing Gray Associates PES+ Market system and Institutional Research data: iii. Evaluate the costs/benefits of dual credit programs.	Summative report and performance improvement plan	Q4 FY 2023	Staff reported these conversations have started and there are two pending grants to help reorganize and develop dual credit programming.	Partially Implemented
4.1.4	Utilizing Gray Associates PES+ Market system and Institutional Research data: iv. Evaluate potential new program offerings aligned with the University's mission and supported by market demand.	Summative report and proposal development plan	Q4 FY 2023	The Program Market Assessment Workshop noted above under objective 4.1.2 also resulted in identification of new program opportunities. However, University leadership has not yet made final decisions about new programs so a proposal development plan has not been created.	Partially Implemented
4.7.1	Facilitate a curriculum complexity discussion and streamline course offerings and programs: Ensure alignment of course program plans with CPE's Academic Program Inventory and degree plan site.	Summative report and inventory/site updates	Q4 FY 2023	Staff reported CPE's Academic Program Inventory and degree plan site were updated, but no supporting documentation was provided for validation.	Undetermined
4.11.1	Review educator preparation programs and redesign them to provide culturally responsive teaching, improve the K12 pipeline, meet market demands, and address teacher shortages, particularly among teachers of color.	Posted RFP and contract awarded	Q4 FY 2023	Staff reported a request for proposal (RFP) was posted to achieve this objective, but it did not yield a suitable provider. Next steps have not been determined.	Partially Implemented



#	Objective	Deliverable	Deadline	Validation Comments	Validation Result
4.12.1	Determine the number of faculty needed in each program area based on revised program offerings and high-demand degree programs.	Summative report	Q4 FY 2023	Staff reported completion of this objective and deliverable is dependent on completion of objectives 4.1.2 and 4.1.4.	Not Implemented
4.13.1	Determine appropriate class sizes, approval processes, and pay structures for faculty overload and adjunct faculty in conjunction with the previously described salary band study.	Summative report and updated HR policy	Q4 FY 2023	Staff reported appropriate class sizes have been discussed but not yet finalized and documented. Completion of this objective appears to be contingent on completion of 2.5.1.	Partially Implemented
4.17.1	Evaluate the curriculum for all non-educator preparation programs.	Posted RFP and contract awarded	Q4 FY 2023	Staff reported an RFP was drafted and is pending review by Legal and University leadership.	Partially Implemented

Validation Summary

Deliverable Status	Q4 FY 2023	Q1 FY 2024	Q2 FY 2024	Q3 FY 2024	Q4 FY 2024
Objectives Implemented	1				
Objectives Partially Implemented	6				
Objectives Not Implemented	1				
Undetermined	1				
Due Later	8				
Total Objectives	17				



E. ELEMENT 5: FINANCE

Element 5 is related to the need for accounting and fiscal reporting systems, collections, budget, and internal controls over expenditures and financial reporting. For the finance section, there is a separate table with recurring quarterly objectives.

#	Objective	Deliverable	Deadline	Validation Comments	Validation Result
5.2.1	Improve the accounting and reporting system, as well as internal controls over financial reporting, and provide quarterly Generally Accepted Accounting Principles (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	Q3 FY 2023	CPE verified that KSU implemented this objective. In late 2022, KSU entered into a contract with Your Part-Time Controller (YPTC). The vendor provides supplemental accounting services, as well as budgeting and forecasting services, allowing KSU to address ongoing accounting issues directly tied to improving the accounting and reporting systems.	Implemented
5.2.6	Improve the accounting and reporting system, as well as internal controls over financial reporting, and provide quarterly Generally Accepted Accounting Principles (GAAP) statements and other financial information to the Board of Regents.	Revise and update Business Procedures Manual	Q4 FY 2023	No information or documentation was provided for this objective.	Not Implemented
5.3.1	Outsource or co-source the internal audit function and reinstate the externally managed tip line.	Award contract for internal auditing services	Q3 FY 2023	CPE verified that KSU implemented this objective. KSU entered into a contract with Century Business Services, Inc. (CBIZ) for internal audit services in November 2022. Kentucky's Government Contract Review Committee approved the contract on November 9, 2022.	Implemented
5.3.2	Outsource or co-source the internal audit function and reinstate the externally managed tip line.	Adopt audit plan for internal audit	Q3 FY 2023	CPE verified that KSU implemented this objective. CBIZ has created an internal audit plan, which is currently being implemented.	Implemented



#	Objective	Deliverable	Deadline	Validation Comments	Validation Result
5.4.1	Implement a formal accounting and reporting framework for endowment distributions.	Review endowment agreements and execute new agreements where needed	Q4 FY 2023	Moss Adams reviewed the Interim Endowment Investment and Spending Policy and the Interim Policy on Internal Endowment Agreements as well as several endowment agreements. These documents provide evidence that KSU has a framework in place for managing endowment agreements. The policies should be finalized for this objective to be fully implemented.	Partially Implemented
5.4.2	Implement a formal accounting and reporting framework for endowment distributions.	Correct accounting for prior withdrawals in 2019 and 2020	Q4 FY 2023	Staff reported endowment accounts were corrected and correcting entries were approved, but no supporting documentation was provided for validation.	Undetermined
5.4.3	Implement a formal accounting and reporting framework for endowment distributions.	Correct accounting structure in Banner for endowment accounts	Q4 FY 2023	Moss Adams reviewed the endowment chart of accounts and the Interim Endowment Investment and Spending Policy but was not provided the full list of endowments to ensure all endowments were included in the chart of accounts.	Partially Implemented
5.4.4	Implement a formal accounting and reporting framework for endowment distributions.	Correct endowment reporting on FY 2021 and FY 2022 financial statements	Q4 FY 2023	Staff reported endowment reporting was corrected and is being verified for accuracy, but no supporting documentation was provided for validation. Staff expect for this objective to be fully implemented by September 2023.	Undetermined



#	Objective	Deliverable	Deadline	Validation Comments	Validation Result
5.5.3	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	Q4 FY 2023	The Student Financial Responsibility Agreement has been updated but has not yet been approved. The revised agreement is expected to be implemented in FY 2024. Current students are receiving monthly balance statements as an additional method to collect on balances. Additionally, KSU has engaged the Keys to Recovery collection agency to collect outstanding student balances from former students.	Partially Implemented
5.5.4	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	Q4 FY 2023	No information or documentation was provided for this objective.	Not Implemented
5.6.1	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	Q4 FY 2023	Staff reported the chart of accounts is being revised and was expected to be complete in June 2023. Moss Adams was not provided on update on this project.	Partially Implemented
5.6.2	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	Q4 FY 2023	Staff reported this is in progress and expected to be complete by August 2023, but no documentation was provided for validation.	Undetermined



#	Objective	Deliverable	Deadline	Validation Comments	Validation Result
5.8.1	Implement a long-range planning process to support the strategic and capital investment decision-making process.	Contract for custodial, grounds, and facilities management	Q3 FY 2023	CPE verified that KSU implemented this objective. The Board approved a contract with Sodexo on December 28, 2022, to oversee the facilities management function. Kentucky's Government Contract Review Committee approved the contract on January 10, 2023.	Implemented
5.8.2	Implement a long-range planning process to support the strategic and capital investment decision-making process.	Deferred Maintenance Schedule	Q4 FY 2023	KSU provided a maintenance schedule by building but has not provided a deferred maintenance schedule.	Not Implemented
5.8.3	Implement a long-range planning process to support the strategic and capital investment decision-making process.	Asset Preservation Funding Allocation Program	Q4 FY 2023	Moss Adams reviewed the Asset Preservation spreadsheet showing the allocation of asset preservation by project as of June 2023, but documentation detailing the asset preservation program, such as policies and procedures, was not provided.	Partially Implemented
5.10.1	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	Q4 FY 2023	Moss Adams reviewed a working draft of how state accounts are managed, and a Treasury Management policy related to state deposits. We were not provided other cash management, operating investment management, debt management, and internal loans policies and procedures.	Partially Implemented
5.17.1	Incorporate National Association of College and University Business Officers (NACUBO) Financial Accounting and Reporting Manual for Higher Education (FARM) as a guiding document for all business procedures.	Revised business procedures document	Q4 FY 2023	Staff reported they are currently reviewing FARM for incorporation into procedures, but no documentation was provided for validation.	Undetermined



Validation Summary

Deliverable Status	Q4 FY 2023	Q1 FY 2024	Q2 FY 2024	Q3 FY 2024	Q4 FY 2024
Objectives Implemented	4				
Objectives Partially Implemented	6				
Objectives Not Implemented	3				
Undetermined	4				
Due Later	21				
Total Objectives	38				

Recurring Quarterly Objectives

The table that follows includes a summary of validation results for the recurring quarterly objectives.

#	Objective	Deliverable	Validation Comments	Validation Results				
				Q4 FY 2023	Q1 FY 2024	Q2 FY 2024	Q3 FY 2024	Q4 FY 2024
5.1.1	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	Staff reported Gallagher is working on the master position spreadsheet.	Partially Implemented				



#	Objective	Deliverable	Validation Comments	Validation Results				
				Q4 FY 2023	Q1 FY 2024	Q2 FY 2024	Q3 FY 2024	Q4 FY 2024
5.1.2	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	Moss Adams reviewed the budget to actual reports for the quarter and verified the reports matched the Banner transaction data.	Implemented				
5.1.3	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	Staff reported they are working with Your Part Time Controller (YPTC) to finalize budget projection reports.	Partially Implemented				
5.2.2	Improve the accounting and reporting system, as well as internal controls over financial reporting, and provide quarterly Generally Accepted Accounting Principles (GAAP) statements and other financial information to the Board of Regents.	Clearing accounts reconciled within 14 days of end of each month	Moss Adams reviewed clearing account reconciliation reports submitted by staff. March clearing accounts were reconciled within 14 days of month end. April reports were not submitted, and May reports did not include dates to enable confirmation of when the accounts were reconciled.	Partially Implemented				



#	Objective	Deliverable	Validation Comments	Validation Results				
				Q4 FY 2023	Q1 FY 2024	Q2 FY 2024	Q3 FY 2024	Q4 FY 2024
5.2.3	Improve the accounting and reporting system, as well as internal controls over financial reporting, and provide quarterly Generally Accepted Accounting Principles (GAAP) statements and other financial information to the Board of Regents.	Bank accounts reconciled within 14 days of end of each month	Moss Adams verified the March, April, and May 2023 bank accounts were reconciled within 14 days of month end.	Implemented				
5.2.4	Improve the accounting and reporting system, as well as internal controls over financial reporting, and provide quarterly Generally Accepted Accounting Principles (GAAP) statements and other financial information to the Board of Regents.	Monthly closing entries posted within 14 days of end of each month	Moss Adams verified May closing entries were posted within 14 days of month end, but documentation was not provided for March and April.	Partially Implemented				
5.2.5	Improve the accounting and reporting system, as well as internal controls over financial reporting, and provide quarterly Generally Accepted Accounting Principles (GAAP) statements and other financial information to the Board of Regents.	Month closed by the 15th day of each month	Moss Adams verified March and May months were closed by the 15th of the month, but documentation was not provided for April.	Partially Implemented				



#	Objective	Deliverable	Validation Comments	Validation Results					
				Q4 FY 2023	Q1 FY 2024	Q2 FY 2024	Q3 FY 2024	Q4 FY 2024	
5.2.7	Improve the accounting and reporting system, as well as internal controls over financial reporting, and provide quarterly Generally Accepted Accounting Principles (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)	Moss Adams reviewed Statements for March and May, but documentation did not include dates to enable confirmation of when the Statements were completed. Documentation was not provided for April.	Partially Implemented					
5.2.8	Improve the accounting and reporting system, as well as internal controls over financial reporting, and provide quarterly Generally Accepted Accounting Principles (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)	No information or documentation was provided for this objective.	Not Implemented					
5.2.9	Improve the accounting and reporting system, as well as internal controls over financial reporting, and provide quarterly Generally Accepted Accounting Principles (GAAP) statements and other financial information to the Board of Regents.	Credit card account reconciliations	Moss Adams reviewed credit card reconciliations for March through May, but we were not provided credit card detailed transaction listings for each month to verify reconciliations were completed.	Partially Implemented					



#	Objective	Deliverable	Validation Comments	Validation Results					
				Q4 FY 2023	Q1 FY 2024	Q2 FY 2024	Q3 FY 2024	Q4 FY 2024	
5.2.11	Improve the accounting and reporting system, as well as internal controls over financial reporting, and provide quarterly Generally Accepted Accounting Principles (GAAP) statements and other financial information to the Board of Regents.	Balance of asset preservation fund reserves for month-end	Moss Adams reviewed the Asset Preservation Banner details to monitor the reserve levels and made sure the details tied to the budget to actual detail for March and April, but we were not provided reserve details for May. From March to April, there was a 33% increase in the total asset preservation fund.	Partially Implemented					
5.2.12	Improve the accounting and reporting system, as well as internal controls over financial reporting, and provide quarterly Generally Accepted Accounting Principles (GAAP) statements and other financial information to the Board of Regents.	Accounts payable aging summary	Moss Adams reviewed the accounts payable aging details for March through May, but we were not provided the manual adjustments of invoices not yet entered into Banner to ensure tracking of aging is captured in Banner.	Partially Implemented					
5.3.3	Outsource or co-source the internal audit function and reinstate the externally managed tip line.	Reinstitute external tip line	The external tip line was reinstated in the middle of 2022 and an external vendor was contracted in April 2023 to handle all calls. Moss Adams verified the tipline	Implemented					



#	Objective	Deliverable	Validation Comments	Validation Results				
				Q4 FY 2023	Q1 FY 2024	Q2 FY 2024	Q3 FY 2024	Q4 FY 2024
			phone number was active and website reporting was available.					
5.3.6	Outsource or co-source the internal audit function and reinstate the externally managed tip line.	Monitor execution of internal audit plan and delivery of audit reports to the audit committee	Staff reported this will be updated in Q1 of FY 2024, since the audit plan was only recently implemented.	Not Implemented				
5.3.8	Outsource or co-source the internal audit function and reinstate the externally managed tip line.	Quarterly reports on tip line activity provided to the audit committee	Staff reported this will be updated in Q1 of FY 2024, since the audit plan was only recently implemented	Not Implemented				
5.5.1	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	KSU provided reports of currently enrolled students for March through May but did not provide sufficient information on the collection activity to be able to see the rate of student accounts receivable collection.	Partially Implemented				



#	Objective	Deliverable	Validation Comments	Validation Results					
				Q4 FY 2023	Q1 FY 2024	Q2 FY 2024	Q3 FY 2024	Q4 FY 2024	
5.5.2	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	Moss Adams verified KSU has reports of outstanding students balances for March and April but are waiting for KSU to provide clarity on the various Student Bill Reports that were submitted for May. The total balance of outstanding student bills decreased from March to April by about \$340,000.	Partially Implemented					
5.12.1	Implement quarterly reporting to the Board of Regents on the President's travel, entertainment, and discretionary expenses.	Quarterly report	Staff reported the quarterly reports for the president's travel, entertainment, and discretionary expenses have been prepared. Finalized reports need to be shared with the Board for full implementation of this objective.	Partially Implemented					



Validation Summary

Deliverable Status	Q4 FY 2023	Q1 FY 2024	Q2 FY 2024	Q3 FY 2024	Q4 FY 2024
Objectives Implemented	3				
Objectives Partially Implemented	12				
Objectives Not Implemented	3				
Undetermined	0				
Total Objectives	18				

F. ELEMENT 6: STUDENT SUCCESS

Element 6 is related to the need for student success and enrollment management strategies.

#	Objective	Deliverable	Deadline	Validation Comments	Validation Result
6.1.1	Review the current reporting and organizational structure across student success and enrollment management units to improve communication, efficiency, and effectiveness.	Summative report and updated organizational chart	Q3 FY 2023	CPE verified that KSU implemented this objective. The Student Services division was restructured to refocus student services on creating intentionality in the conditions that enhance student learning and development, as well as encouraging student commitment to educationally purposeful activities both inside and outside the classroom. Enrollment Services, Student Success, and the Dean of Students Office are included in Student Services.	Implemented



#	Objective	Deliverable	Deadline	Validation Comments	Validation Result
6.3.1	With the assistance of a private consultant, develop a student success model rooted in evidence-based best practices to support KSU admits from enrollment through completion.	Participation in James Graham Brown Foundation Grant Project	Q4 FY 2023	Staff reported James Graham Brown Foundation (JGBF) grant funding is being used to enhance and improve the overall student success experience. Goals are organized in three focus areas including (1) the first-year experience and students in transition enhancement, (2) academic and career advising, and (3) staff and student leadership training and development. Work is expected to begin in July and be fully implemented by fall 2023.	Partially Implemented
6.4.1	Redesign the first-year experience course to integrate career exploration, academic planning and transition support content, and resources.	Summative report and Implementation and Training Plan	Q4 FY 2023	Staff reported the project to redesign the first-year experience course is incorporated into the student success model supported by the JGBF grant. The project was delayed due to a change in project lead but is on track to be fully redesigned and implemented in fall 2024.	Partially Implemented
6.5.1	Develop and improve processes at the opening of each academic term, including a student communication plan, housing (application, assignment, and billing), student orientation, tuition/room and board billing, and payment deadlines and student financial responsibilities.	Summative report and Implementation Plan	Q4 FY 2023	Staff reported that Student Engagement and Academic Affairs are collaboratively working to improve processes for starting the academic year (AY). Academic Affairs developed a five-year academic calendar for AY23–AY27 to improve planning and development processes for campus stakeholders. Additionally, the New Student Orientation schedule was revised for fall 2023. The revised schedule includes a financial aid/bursar overview. Additional efforts are underway.	Partially Implemented



#	Objective	Deliverable	Deadline	Validation Comments	Validation Result
6.11.1	Create a sustainable Summer Bridge Program for potentially at-risk incoming freshmen.	Detailed Summer Bridge Program plan and budget	Q4 FY 2023	KSU developed the Accelerate summer bridge program that 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. KSU previously offered a five-week summer bridge program via the Pre-College Academy. Accelerate was designed as a two-week program for financial stability purposes but may be returned to a five-week program in the future.	Implemented
6.12.1	Improve support for student mental health	Participate in the Jed Foundation Program and provide Mental Health First Aid training	Q4 FY 2023	KSU is participating in the JED Foundation Program. Additionally, two of the mental health counselors employed by KSU are certified Mental Health First Aid (MHFA) trainers and KSU is exploring offering faculty and staff mental health first aid training in the coming semesters.	Partially Implemented



Validation Summary

Deliverable Status	Q4 FY 2023	Q1 FY 2024	Q2 FY 2024	Q3 FY 2024	Q4 FY 2024
Objectives Implemented	2				
Objectives Partially Implemented	4				
Objectives Not Implemented	0				
Undetermined	0				
Due Later	6				
Total Objectives	12				

G. ELEMENT 7: STUDENT ACADEMIC PROGRESS

Element 7 is related to the need for student academic progress and results.

#	Objective	Deliverable	Deadline	Validation Comments	Validation Result
7.6.1	Develop a system to manage institution-wide and program/departmental student cohorts to improve completion rates.	Summative report and Implementation Plan	Q4 FY 2023	No information or documentation was provided for this objective.	Not Implemented



Validation Summary

Deliverable Status	Q4 FY 2023	Q1 FY 2024	Q2 FY 2024	Q3 FY 2024	Q4 FY 2024
Objectives Implemented	0				
Objectives Partially Implemented	0				
Objectives Not Implemented	1				
Undetermined	0				
Due Later	6				
Total Objectives	7				

H. ELEMENT 8: ONLINE PROGRAMS

Element 8 relates to the need for development and enhancement of online offerings.

#	Objective	Deliverable	Deadline	Validation Comments	Validation Result
8.1.1	Identify a partner to develop an online program infrastructure and model, which shall include but not be limited to competency-based programs for business, public administration, and education.	Issue RFP and contract award	Q4 FY 2023	An RFP was issued for an online program management provider to support completion of this objective. Staff reported a vendor was selected, but documentation was not provided.	Partially Implemented
8.2.1	Utilize Gray Associates PES+ Market system to identify high-demand online programs to implement.	Summative report and proposal development plan	Q4 FY 2023	Staff reported new programs will include Cybersecurity, Network Administration, and Public Health. A proposal development plan has not yet been created.	Partially Implemented



Validation Summary

Deliverable Status	Q4 FY 2023	Q1 FY 2024	Q2 FY 2024	Q3 FY 2024	Q4 FY 2024
Objectives Implemented	0				
Objectives Partially Implemented	2				
Objectives Not Implemented	0				
Undetermined	0				
Due Later	3				
Total Objectives	5				



MOSSADAMS



Kentucky State University

MANAGEMENT IMPROVEMENT PLAN

QUARTERLY REPORT FOR Q1 2024

Moss Adams LLP
999 Third Avenue, Suite 2800
Seattle, WA 98104
(206) 302-6500



Table of Contents

I. Background, Scope, and Methodology	1
II. Validation Summary	2
A. Element 1: Policies and Procedures	2
B. Element 2: Salary Ranges	3
C. Element 3: Board Training	5
D. Element 4: Academic Programs	7
E. Element 5: Finance	10
F. Element 6: Student Success	22
G. Element 7: Student Academic Progress	25
H. Element 8: Online Programs	26



I. BACKGROUND, SCOPE, AND METHODOLOGY

Moss Adams LLP (Moss Adams) was engaged by the Kentucky Council on Postsecondary Education (CPE) to monitor and report on Kentucky State University's (KSU, the University) progress toward implementing its established Management Improvement Plan (MIP). The MIP for KSU was adopted in November 2022. It was designed to assist with organizational and financial stability and includes, but is not limited to, the following elements:

- **Policies and Procedures:** A comprehensive cataloging and review of KSU policies and procedures to ensure efficiency and compliance with state and federal law
- **Salary Ranges:** Guidelines for salary ranges and benefits for all faculty, staff, and administrators
- **Board Training:** Mandatory board member training and development, including but not limited to financial oversight and effective committee structure
- **Academic Programs:** Academic program offerings, course offerings, and faculty productivity guidelines
- **Finance:** Accounting and fiscal reporting systems, collections, budget, and internal controls over expenditures and financial reporting
- **Student Success:** Student success and enrollment management strategies
- **Student Academic Progress:** Student academic progress and results
- **Online Programs:** Development of online curricula with the intent of offering bachelor's and master's degrees.

As detailed in the validation summaries throughout this report, each element includes required objectives and associated deliverables. CPE reviewed completed deliverables prior to March 1, 2023, and Moss Adams started reviewing deliverables March 1, 2023. This quarterly report reflects deliverables due during Quarter 1 2024 (June 1, 2023 through August 31, 2023) and all deliverables from prior quarters. Procedures used to assess progress toward completion varied based on the nature of the deliverable.

In this report, each deliverable includes a result of "Implemented," "Partially Implemented," "Not Implemented," or "Undetermined" as defined below:

- **Implemented:** KSU fully implemented the deliverable as of Q1 2024.
- **Partially Implemented:** Steps toward implementation were noted as of Q1 2024; however, KSU deliverable exceptions were identified.
- **Not Implemented:** Evidence of implementation or steps toward implementation by KSU were not available as of Q1 2024.
- **Undetermined:** Implementation could not be determined, or evidence could not be verified.



II. VALIDATION SUMMARY

A. ELEMENT 1: POLICIES AND PROCEDURES

Element 1 is related to the need to create a comprehensive catalog and review of University policies and procedures to ensure efficiency and compliance with state and federal law.

#	Objective	Deliverable	Deadline	Validation Comments	Validation Result
1.7.1	<p>Review all policies and procedures and revise for content or elimination on a schedule provided to CPE by KSU, except for those polices listed below, which must be completed by a date specified by CPE.</p> <p>The Gold Book, Bylaws of Kentucky State University, The Faculty Handbook, Human Resource Policy Manual, The K-Book, The Kentucky State University Student Handbook</p>	Policy review and revision schedule	Q4 FY 2023	KSU developed a policy review and revision timeline and provided it to CPE. All policies and procedures are scheduled to be reviewed by December 2024 and progress will be reported in future quarterly reports.	Implemented

Validation Summary

Deliverable Status	Q4 FY 2023	Q1 FY 2024	Q2 FY 2024	Q3 FY 2024	Q4 FY 2024
Objectives Implemented	0	1			
Objectives Partially Implemented	0	0			
Objectives Not Implemented	1	0			
Undetermined	0	0			
Due Later	10	10			
Total Objectives	11	11			



B. ELEMENT 2: SALARY RANGES

Element 2 is related to the need for guidelines for salary ranges and benefits for all faculty, staff, and administrators.

#	Objective	Deliverable	Deadline	Validation Comments	Validation Result
2.1.1	Review all currently offered benefits, vacation, sick leave and holiday policies at other Kentucky institutions and ensure competitiveness and consistency.	Summative Report	Q3 FY 2023	CPE verified that KSU implemented this objective. KSU staff completed a review of benefits in comparison to Kentucky public and peer institutions. The review found that benefits are generally competitive with other Kentucky public institutions, though KSU offers more paid holidays and higher than average vacation leave.	Implemented
2.1.2	Review all currently offered benefits, vacation, sick leave and holiday policies at other Kentucky institutions and ensure competitiveness and consistency.	Updated policy and approved paid holiday list	Q1 FY 2024	KSU completed the review of benefits in comparison to other institutions (see 2.1.1), but has not yet submitted the updated policy that reflects the revised holiday schedule or the updated approved paid holiday list.	Partially Implemented
2.2.1	Review all positions at the University, including those filled and unfilled, to determine need.	Summative Report	Q4 FY 2023	Staff reported the process to review staffing levels is expected to be completed in November 2023.	Partially Implemented
2.3.1	Identify positions that should be eliminated or reconstituted to meet the needs of the University.	Summative Report	Q4 FY 2023	Staff reported the process to review staffing levels is expected to be completed in November 2023.	Partially Implemented
2.4.1	Establish descriptions for all positions including any qualification requirements and an outline of duties and responsibilities.	Summative Report	Q4 FY 2023	Staff reported this objective is on hold until the total compensation survey is completed by Gallagher HR and Compensation Consulting (Gallagher). See objective 2.5.1.	Partially Implemented



#	Objective	Deliverable	Deadline	Validation Comments	Validation Result
2.5.1	Establish salary and benefit guidelines for all faculty, staff, and administrator positions using other Kentucky institutions and national peer institutions for comparison.	Contract for salary range and benefit study	Q4 FY 2023	A contract with Gallagher to complete a total compensation survey was executed. The contractor will consider faculty, staff, and administrative positions with KSU's peer group and regional institutions.	Implemented
2.7.1	Establish a master position list and develop protocols for adding and subtracting positions to and from the list.	Master Position List and Modification Policy	Q3 FY 2023	CPE verified that KSU implemented this objective. A master position list was established, and protocols were developed for adding and subtracting positions to and from the list.	Implemented
2.7.2	Establish a master position list and develop protocols for adding and subtracting positions to and from the list.	Finalized modification policy including process for regular master position list review	Quarterly	The protocols for adding and subtracting positions from the master position list are awaiting approval from senior administration. Once the process is finalized, Moss Adams will review the master position list compared to quarterly hirings, dismissals, and reassignments on a quarterly basis for at least two quarters.	Partially Implemented

Validation Summary

Deliverable Status	Q4 FY 2023	Q1 FY 2024	Q2 FY 2024	Q3 FY 2024	Q4 FY 2024
Objectives Implemented	3	3			
Objectives Partially Implemented	3	5			
Objectives Not Implemented	1	0			
Undetermined	0	0			



Deliverable Status	Q4 FY 2023	Q1 FY 2024	Q2 FY 2024	Q3 FY 2024	Q4 FY 2024
Due Later	6	5			
Total Objectives	13	13			

C. ELEMENT 3: BOARD TRAINING

Element 3 is related to the need for mandatory board member training and development, including but not limited to financial oversight and effective committee structure.

#	Objective	Deliverable	Deadline	Validation Comments	Validation Result
3.1.1	Complete Association of Governing Boards (AGB) training on Foundational Aspects of Trusteeship.	Summative Report	Q3 FY 2023	CPE verified that KSU implemented this objective. The KSU Board participated in the AGB Foundational Aspects of Trusteeship training in fall 2022.	Implemented
3.3.1	Conduct a review of the current board committee structure as compared to those at peer institutions, as well as best practices for effective university board committees.	Summative Report	Q1 FY 2024	The KSU Board discussed its committees and approved the creation of two new committees at its quarterly July 2023 meeting. The Board committees now include: the Executive Committee, the Finance and Audit Committee, the Investment and Advancement Committee, the Academic Affairs Committee, and the Student Engagement and Campus Life Committee.	Implemented
3.4.1	Determine the optimal board committee structure and composition and outline the charge of each committee.	Revised Committee Structure	Q1 FY 2024	The KSU Board discussed and agreed to changes to the compositions and responsibilities of its existing Board committees at its quarterly July 2023 meeting.	Implemented



#	Objective	Deliverable	Deadline	Validation Comments	Validation Result
3.5.1	Establish an Audit and Compliance Committee and define its relationship to the internal auditor.	Creation of New Committee	Q4 FY 2023	The KSU Board approved the creation of a Finance and Audit Committee at its quarterly July 2023 meeting.	Implemented
3.9.1	Make Regent attendance at the annual CPE Trusteeship conference mandatory.	Board Action	Q3 FY 2023	CPE verified that KSU implemented this objective. The Board took action to state Board member attendance at the annual CPE Trusteeship conference is expected and strongly recommended.	Implemented
3.10.1	Complete CPE-facilitated training on the history of the University as a state entity that covers its recent financial crisis.	Training Completed	Q4 FY 2023	CPE verified that KSU implemented this objective. The Kentucky Auditor of Public Accounts (APA) report was presented to the Board, which provided the Board with an understanding of KSU's fiscal circumstances.	Implemented
3.11.1	Participate in the Association of Governing Boards (AGB)/Gardner Institute Governing Board Equity in Student Success Project.	Participation Confirmation	Quarterly	KSU provided documentation confirming participation of two KSU Board members in the Governing Board Equity in Student Success Project.	Implemented
3.12.1	With CPE, develop financial oversight training modules for Regents.	Training Modules	Q1 FY 2024	Staff provided a memo from AGB Consulting with information about a speaker selected to train the Board on financial oversight matters. Full implementation of this objective is pending confirmation the training has been completed.	Partially Implemented



Validation Summary

Deliverable Status	Q4 FY 2023	Q1 FY 2024	Q2 FY 2024	Q3 FY 2024	Q4 FY 2024
Objectives Implemented	3	7			
Objectives Partially Implemented	0	1			
Objectives Not Implemented	1	0			
Undetermined	1	0			
Due Later	11	8			
Total Objectives	16	16			

D. ELEMENT 4: ACADEMIC PROGRAMS

Element 4 is related to the need for academic program offerings, course offerings, and faculty productivity guidelines.

#	Objective	Deliverable	Deadline	Validation Comments	Validation Result
4.1.1	Utilizing Gray Associates PES+ Market system and Institutional Research data: Evaluate the viability of all current academic programs.	Summative Report	Q3 FY 2023	CPE verified that KSU implemented this objective. KSU conducted an evaluation of its current program portfolio in collaboration with CPE. As part of this effort, Gray Associates completed a Program Portfolio Analysis that included analysis of KSU's current programs and potential new programs.	Implemented
4.1.2	Utilizing Gray Associates PES+ Market system and Institutional Research data: Close low-performing programs (as defined by CPE) and those not aligned with the University's mission.	Suspend programs with plan to close in CPE program	Q4 FY 2023	Staff provided documentation supporting that the low-performing programs were suspended for close out in five years.	Implemented



#	Objective	Deliverable	Deadline	Validation Comments	Validation Result
		inventory and teach out plan			
4.1.3	Utilizing Gray Associates PES+ Market system and Institutional Research data: Evaluate the costs/benefits of dual credit programs.	Summative report and performance improvement plan	Q4 FY 2023	The viability of dual-credit programming was assessed as part of KSU's Program Market Assessment. Staff provided a report and implementation plan detailing the plan to establish the Kentucky State University Dual-Credit Thoroughbred Academy.	Implemented
4.1.4	Utilizing Gray Associates PES+ Market system and Institutional Research data: Evaluate potential new program offerings aligned with the University's mission and supported by market demand.	Summative report and proposal development plan	Q4 FY 2023	The Program Market Assessment Workshop noted above under objective 4.1.3 also resulted in identification of new program opportunities. However, University leadership has not yet made final decisions about new programs, so a proposal development plan has not yet been created.	Partially Implemented
4.7.1	Facilitate a curriculum complexity discussion and streamline course offerings and programs: Ensure alignment of course program plans with CPE's Academic Program Inventory and degree plan site.	Summative report and inventory/site updates	Q4 FY 2023	Staff reported CPE's Academic Program Inventory and degree plan site were updated, but no supporting documentation was provided for validation.	Undetermined
4.9.1	Evaluate course offering schedules and program degree plans to maximize efficiency and promote retention, progression and graduation.	Summative report and updated course offering schedule	Q1 FY 2024	Staff provided the summative report and course offerings for Spring 2024 through Summer 2024, which shows courses were evaluated to maximize efficiency with the elimination of 150 courses while also promoting progression toward graduation with offerings of certain classes in the summer or winter when needed and	Implemented



#	Objective	Deliverable	Deadline	Validation Comments	Validation Result
				ensuring all necessary classes for each degree are offered.	
4.11.1	Review educator preparation programs and redesign them to provide culturally responsive teaching, improve the K12 pipeline, meet market demands, and address teacher shortages, particularly among teachers of color.	Posted RFP and contract awarded	Q4 FY 2023	Staff reported a request for proposal (RFP) was posted to achieve this objective, but it did not yield a suitable provider. Staff are working with CPE to determine next steps.	Partially Implemented
4.12.1	Determine the number of faculty needed in each program area based on revised program offerings and high-demand degree programs.	Summative report	Q4 FY 2023	Staff reported they will discuss next steps for this objective soon.	Not Implemented
4.13.1	Determine appropriate class sizes, approval processes, and pay structures for faculty overload and adjunct faculty in conjunction with the previously described salary band study.	Summative report and updated HR policy	Q4 FY 2023	Staff reported appropriate class sizes, approval processes, and pay structures for faculty overload and adjunct faculty have been determined, but a supporting updated HR policy was not provided.	Partially Implemented
4.17.1	Evaluate the curriculum for all non-educator preparation programs.	Posted RFP and contract awarded	Q4 FY 2023	Staff reported an RFP was posted to achieve this objective, but it did not yield a suitable provider. Staff are working with CPE to determine next steps.	Partially Implemented

Validation Summary

Deliverable Status	Q4 FY 2023	Q1 FY 2024	Q2 FY 2024	Q3 FY 2024	Q4 FY 2024
Objectives Implemented	1	4			
Objectives Partially Implemented	6	4			



Deliverable Status	Q4 FY 2023	Q1 FY 2024	Q2 FY 2024	Q3 FY 2024	Q4 FY 2024
Objectives Not Implemented	1	1			
Undetermined	1	1			
Due Later	9	8			
Total Objectives	18	18			

E. ELEMENT 5: FINANCE

Element 5 is related to the need for accounting and fiscal reporting systems, collections, budget, and internal controls over expenditures and financial reporting. The finance section includes separate tables with recurring quarterly and annual objectives.

#	Objective	Deliverable	Deadline	Validation Comments	Validation Result
5.1.4	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	Q1 FY 2024	Staff provided evidence that two were contracts were terminated and reported a comprehensive review of its remaining contracts is forthcoming.	Partially Implemented
5.2.1	Improve the accounting and reporting system, as well as internal controls over financial reporting, and provide quarterly Generally Accepted Accounting Principles (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	Q3 FY 2023	CPE verified that KSU implemented this objective. In late 2022, KSU entered into a contract with Your Part-Time Controller (YPTC). The vendor provides supplemental accounting services, as well as budgeting and forecasting services, allowing KSU to address ongoing accounting issues directly tied to improving the accounting and reporting systems.	Implemented



#	Objective	Deliverable	Deadline	Validation Comments	Validation Result
5.3.1	Outsource or co-source the internal audit function and reinstate the externally managed tip line.	Award contract for internal auditing services	Q3 FY 2023	CPE verified that KSU implemented this objective. KSU entered into a contract with Century Business Services, Inc. (CBIZ) for internal audit services in November 2022. Kentucky's Government Contract Review Committee approved the contract on November 9, 2022.	Implemented
5.3.2	Outsource or co-source the internal audit function and reinstate the externally managed tip line.	Adopt audit plan for internal audit	Q3 FY 2023	CPE verified that KSU implemented this objective. CBIZ has created an internal audit plan, which is currently being implemented.	Implemented
5.3.4	Outsource or co-source the internal audit function and reinstate the externally managed tip line.	Create external tip line policy and procedure	Q1 FY 2024	KSU provided the interim Ethics Hotline (Tipline) Policy. Once this policy is finalized, the objective will be implemented.	Partially Implemented
5.3.5	Outsource or co-source the internal audit function and reinstate the externally managed tip line.	Update KSU's website to make the hotline more easily accessible to employees and the public	Q1 FY 2024	KSU's website has been updated to include the tipline information.	Implemented
5.4.6	Implement a formal accounting and reporting framework for endowment distributions.	Conduct a review of endowment manager performance	Q1 FY 2024	No information or documentation was provided for this objective.	Not Implemented



#	Objective	Deliverable	Deadline	Validation Comments	Validation Result
5.5.3	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	Q4 FY 2023	The Student Financial Responsibility Agreement has been updated but has not yet been approved. The revised agreement is expected to be implemented in FY 2024. Current students are receiving monthly balance statements as an additional method to collect on balances. Additionally, KSU has engaged the Keys to Recovery collection agency to collect outstanding student balances from former students.	Partially Implemented
5.5.4	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	Q4 FY 2023	KSU provided the Collection Policy draft showing the payment guidelines for students and the collection process. Once the draft is finalized, this objective will be considered implemented.	Partially Implemented
5.6.1	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	Q4 FY 2023	Staff reported the chart of accounts is being revised and was expected to be complete in June 2023. Moss Adams was not provided on update on this project in Q1 2024.	Partially Implemented
5.6.2	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	Q4 FY 2023	KSU provided a summative report on the process of reviewing account revisions that appeared to be complete and reasonable.	Implemented



#	Objective	Deliverable	Deadline	Validation Comments	Validation Result
5.8.1	Implement a long-range planning process to support the strategic and capital investment decision-making process.	Contract for custodial, grounds, and facilities management	Q3 FY 2023	CPE verified that KSU implemented this objective. The Board approved a contract with Sodexo on December 28, 2022, to oversee the facilities management function. Kentucky's Government Contract Review Committee approved the contract on January 10, 2023.	Implemented
5.8.2	Implement a long-range planning process to support the strategic and capital investment decision-making process.	Deferred Maintenance Schedule	Q4 FY 2023	KSU reported there is not currently an articulated account of all necessary deferred maintenance for each building. KSU is working with a consulting firm to assess facilities on campus and develop a campus master plan, which is expected to be complete by December 2023.	Partially Implemented
5.8.3	Implement a long-range planning process to support the strategic and capital investment decision-making process.	Asset Preservation Funding Allocation Program	Q4 FY 2023	Moss Adams reviewed the Asset Preservation spreadsheet showing the allocation of asset preservation by project as of June 2023, but documentation detailing the asset preservation program, such as policies and procedures, was not provided.	Partially Implemented
5.10.1	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	Q4 FY 2023	Moss Adams reviewed a working draft of how state accounts are managed, and a Treasury Management policy related to state deposits. We were not provided other cash management, operating investment management, debt management, and internal loans policies and procedures.	Partially Implemented



#	Objective	Deliverable	Deadline	Validation Comments	Validation Result
5.15.1	Determine professional organizations that provide resources to assist the University with planning and evaluating effectiveness and secure membership.	Summative report	Q1 FY 2024	KSU provided a list of professional organizations that provide resources to assist the University with planning and evaluating effectiveness and secure membership.	Implemented
5.16.1	Encourage finance staff to attend the College Business Management Institute (CBMI).	Registration and report of attendance	Q1 FY 2024	Moss Adams reviewed registration for four staff to attend CBMI in 2023: Rachelle Ashcraft, Tonya Walker, Danielle Barber, and Justin Peach.	Implemented

Validation Summary

Deliverable Status	Q4 FY 2023	Q1 FY 2024	Q2 FY 2024	Q3 FY 2024	Q4 FY 2024
Objectives Implemented	4	8			
Objectives Partially Implemented	6	8			
Objectives Not Implemented	3	1			
Undetermined	4	0			
Due Later	23	23			
Total Objectives	40	40			

Recurring Quarterly Objectives

The table that follows includes a summary of validation results for the recurring quarterly objectives.



#	Objective	Deliverable	Validation Comments	Validation Results				
				Q4 FY 2023	Q1 FY 2024	Q2 FY 2024	Q3 FY 2024	Q4 FY 2024
5.1.1	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	Staff reported Gallagher is working on the master position spreadsheet.	Partially Implemented	Partially Implemented			
5.1.2	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	Moss Adams reviewed budget to actual reports for July and August but were not provided with transaction data from Banner to verify the reports match transaction data. Moss Adams was also not provided with documentation for June.	Implemented	Partially Implemented			
5.1.3	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	Staff reported they are working with YPTC to finalize budget projection reports.	Partially Implemented	Partially Implemented			



#	Objective	Deliverable	Validation Comments	Validation Results				
				Q4 FY 2023	Q1 FY 2024	Q2 FY 2024	Q3 FY 2024	Q4 FY 2024
5.2.2	Improve the accounting and reporting system, as well as internal controls over financial reporting, and provide quarterly Generally Accepted Accounting Principles (GAAP) statements and other financial information to the Board of Regents.	Clearing accounts reconciled within 14 days of end of each month	Moss Adams reviewed clearing account reconciliation reports submitted by staff. Staff noted reconciliations are still in progress for July and August.	Partially Implemented	Partially Implemented			
5.2.3	Improve the accounting and reporting system, as well as internal controls over financial reporting, and provide quarterly Generally Accepted Accounting Principles (GAAP) statements and other financial information to the Board of Regents.	Bank accounts reconciled within 14 days of end of each month	Staff noted several bank reconciliations are still in progress for June, July, and August.	Implemented	Partially Implemented			
5.2.4	Improve the accounting and reporting system, as well as internal controls over financial reporting, and provide quarterly Generally Accepted Accounting Principles (GAAP) statements and other financial information to the Board of Regents.	Monthly closing entries posted within 14 days of end of each month	Moss Adams verified June, July, and August closing entries were posted within 14 days of month end.	Partially Implemented	Implemented			



#	Objective	Deliverable	Validation Comments	Validation Results				
				Q4 FY 2023	Q1 FY 2024	Q2 FY 2024	Q3 FY 2024	Q4 FY 2024
5.2.5	Improve the accounting and reporting system, as well as internal controls over financial reporting, and provide quarterly Generally Accepted Accounting Principles (GAAP) statements and other financial information to the Board of Regents.	Month closed by the 15th day of each month	Moss Adams verified June, July, and August months were closed by the 15th of the month.	Partially Implemented	Implemented			
5.2.7	Improve the accounting and reporting system, as well as internal controls over financial reporting, and provide quarterly Generally Accepted Accounting Principles (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)	Moss Adams reviewed statements for June, July, and August.	Partially Implemented	Implemented			
5.2.8	Improve the accounting and reporting system, as well as internal controls over financial reporting, and provide quarterly Generally Accepted Accounting Principles (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)	No information or documentation was provided for this objective.	Not Implemented	Not Implemented			



#	Objective	Deliverable	Validation Comments	Validation Results				
				Q4 FY 2023	Q1 FY 2024	Q2 FY 2024	Q3 FY 2024	Q4 FY 2024
5.2.9	Improve the accounting and reporting system, as well as internal controls over financial reporting, and provide quarterly Generally Accepted Accounting Principles (GAAP) statements and other financial information to the Board of Regents.	Credit card account reconciliations	Moss Adams reviewed credit card reconciliations for June, July, and August, but we were not provided Amex Go supporting documentation to verify reconciliations were completed.	Partially Implemented	Partially Implemented			
5.2.11	Improve the accounting and reporting system, as well as internal controls over financial reporting, and provide quarterly Generally Accepted Accounting Principles (GAAP) statements and other financial information to the Board of Regents.	Balance of asset preservation fund reserves for month-end	Moss Adams reviewed the asset preservation reserve amount for June through August 2023 but were not provided with the Banner detail to confirm the asset balance is accurate.	Partially Implemented	Partially Implemented			
5.2.12	Improve the accounting and reporting system, as well as internal controls over financial reporting, and provide quarterly Generally Accepted Accounting Principles (GAAP) statements and other financial information to the Board of Regents.	Accounts payable aging summary	Moss Adams reviewed the accounts payable aging details for June, July, and August.	Partially Implemented	Implemented			



#	Objective	Deliverable	Validation Comments	Validation Results				
				Q4 FY 2023	Q1 FY 2024	Q2 FY 2024	Q3 FY 2024	Q4 FY 2024
5.3.3	Outsource or co-source the internal audit function and reinstate the externally managed tip line.	Reinstitute external tip line	The external tip line was reinstated in the middle of 2022 and an external vendor was contracted in April 2023 to handle all calls. Moss Adams verified the tipline phone number was active and website reporting was available.	Implemented	Implemented			
5.3.6	Outsource or co-source the internal audit function and reinstate the externally managed tip line.	Monitor execution of internal audit plan and delivery of audit reports to the audit committee	Staff reported audit report was presented, but the September Board meeting minutes will be posted.	Not Implemented	Partially Implemented			
5.3.8	Outsource or co-source the internal audit function and reinstate the externally managed tip line.	Quarterly reports on tip line activity provided to the audit committee	Staff provided the Finance & Admin Committee meeting for April 2023. The hotline was discussed in this meeting.	Not Implemented	Partially Implemented			
5.5.1	Improve the collection of student accounts receivable, including implementation of a comprehensive Student Financial Responsibility Agreement and utilization	Monthly report of collection activity	KSU provided reports of currently enrolled students for June, July, and August but did not provide sufficient information on the collection activity to	Partially Implemented	Partially Implemented			



#	Objective	Deliverable	Validation Comments	Validation Results				
				Q4 FY 2023	Q1 FY 2024	Q2 FY 2024	Q3 FY 2024	Q4 FY 2024
	of external collection agencies, including Kentucky's Department of Revenue.		see the rate of student accounts receivable collection for June and July.					
5.5.2	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	Moss Adams verified KSU has reports of outstanding students balances for June, July, and August. The total balance of outstanding student bills increased from June to July by about \$9M and by about \$6M from July to August.	Partially Implemented	Implemented			
5.12.1	Implement quarterly reporting to the Board of Regents on the President's travel, entertainment, and discretionary expenses.	Quarterly report	Moss Adams verified the quarterly reports for the president's travel, entertainment, and discretionary expenses have been prepared and reviewed by the Board.	Partially Implemented	Implemented			



Validation Summary

Deliverable Status	Q4 FY 2023	Q1 FY 2024	Q2 FY 2024	Q3 FY 2024	Q4 FY 2024
Objectives Implemented	3	7			
Objectives Partially Implemented	12	10			
Objectives Not Implemented	3	1			
Undetermined	0	0			
Total Objectives	18	18			

Recurring Annual Objectives

The table that follows includes a summary of validation results for the recurring annual objectives.

#	Objective	Deliverable	Validation Comments	Validation Results			
				Q1 FY 2024	Q2 FY 2024	Q1 FY 2025	Q2 FY 2025
5.1.5	Evaluate and revise internal budgetary controls and provide a quarterly budget to actual report to the Board of Regents.	Annual Budget Variance Report	KSU provided the FY 2023 budget to actual report that was reported to the Board of Regents.	Implemented			
5.10.2	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	Staff provided the draft cash forecast as of August 31, 2023, which includes forecasted to actual cash over the next fiscal year ending June 2024. To date, KSU has updated the monthly actuals.	Implemented			



Validation Summary

Deliverable Status	Q1 FY 2024	Q2 FY 2024	Q1 FY 2025	Q2 FY 2025
Objectives Implemented	2			
Objectives Partially Implemented	0			
Objectives Not Implemented	0			
Undetermined	0			
Total Objectives	2			

F. ELEMENT 6: STUDENT SUCCESS

Element 6 is related to the need for student success and enrollment management strategies.

#	Objective	Deliverable	Deadline	Validation Comments	Validation Result
6.1.1	Review the current reporting and organizational structure across student success and enrollment management units to improve communication, efficiency, and effectiveness.	Summative report and updated organizational chart	Q3 FY 2023	CPE verified that KSU implemented this objective. The Student Services division was restructured to refocus Student Services on creating intentionality in the conditions that enhance student learning and development, as well as encouraging student commitment to educationally purposeful activities both inside and outside the classroom. Enrollment Services, Student Success, and the Dean of Students Office are included in Student Services.	Implemented
6.3.1	With the assistance of a private consultant, develop a student success model rooted in evidence-based best practices to support	Participation in James Graham Brown	Q4 FY 2023	Staff reported KSU has made substantial progress in developing a student success model to support KSU	Partially Implemented



#	Objective	Deliverable	Deadline	Validation Comments	Validation Result
	KSU admits from enrollment through completion.	Foundation Grant Project		admits from enrollment to completion. KSU collaborated with the Advising Success Network (ASN) to reimagine academic advising, including developing a shared understanding of the role of the advisor in student performance and results, creating a definition for operational advising, and examining and improving process mapping for advising processes. ASN is also assisting KSU with developing an advising outline, handbook, and training modules. Once these items are complete, this objective will be implemented.	
6.4.1	Redesign the first-year experience course to integrate career exploration, academic planning and transition support content, and resources.	Summative report and Implementation and Training Plan	Q4 FY 2023	Staff reported training was provided to staff and faculty members who will serve as adjuncts for the first-year experience course (KSU 118). Participants were given the opportunity to provide feedback on the course and propose assignments to enhance the course. An RFP is currently being developed to find a contractor to support redesigning the course. The redesigned course is expected to be offered in Fall 2024.	Partially Implemented
6.5.1	Develop and improve processes at the opening of each academic term, including a student communication plan, housing (application, assignment, and billing), student orientation, tuition/room and board billing, and payment deadlines and student financial responsibilities.	Summative report and Implementation Plan	Q4 FY 2023	Staff reported KSU is continuing to work on improving processes at the opening of each academic term. To improve processes moving forward, the Division of Student Affairs plans to optimize and better integrate its systems to support automatic entry of housing charges and key card activation and has established key	Partially Implemented



#	Objective	Deliverable	Deadline	Validation Comments	Validation Result
				dates for opening academic term processes. Additionally, the Office of Admissions will coordinate New Student Orientation. This objective is expected to be implemented in 2024-2025 academic year.	
6.10.1	Evaluate athletics programming (including the marching band) and structures to improve processes around enrollment, recruitment and student success measures and determine the cost benefit of athletic program offerings, recommending any necessary restructuring, including competition level and conference affiliation.	Summative Report	Q1 FY 2024	KSU provided a draft annual review of athletics and another document reviewing the state of athletics, which reference several pieces of the objective but do not fully evaluate enrollment, recruitment and student success, cost benefit of athletic program offerings, or restructuring within athletics.	Partially Implemented
6.11.1	Create a sustainable Summer Bridge Program for potentially at-risk incoming freshmen.	Detailed Summer Bridge Program plan and budget	Q4 FY 2023	KSU developed the Accelerate Summer Bridge Program that 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. KSU previously offered a five-week summer bridge program via the Pre-College Academy. Accelerate was designed as a two-week program for financial stability purposes but may be returned to a five-week program in the future.	Implemented
6.12.1	Improve support for student mental health	Participate in the Jed Foundation Program and provide Mental Health First Aid training	Q4 FY 2023	Staff reported KSU continues to participate in the four-year Jed Foundation Program. KSU aims to train 25 students, staff, and faculty in Mental Health First Aid in the 2024 academic year.	Partially Implemented



Validation Summary

Deliverable Status	Q4 FY 2023	Q1 FY 2024	Q2 FY 2024	Q3 FY 2024	Q4 FY 2024
Objectives Implemented	2	2			
Objectives Partially Implemented	4	5			
Objectives Not Implemented	0	0			
Undetermined	0	0			
Due Later	7	6			
Total Objectives	13	13			

G. ELEMENT 7: STUDENT ACADEMIC PROGRESS

Element 7 is related to the need for student academic progress and results.

#	Objective	Deliverable	Deadline	Validation Comments	Validation Result
<i>N/A – No objectives were due this quarter and the deadline for the objective due last quarter was extended to a later quarter.</i>					



Validation Summary

Deliverable Status	Q4 FY 2023	Q1 FY 2024	Q2 FY 2024	Q3 FY 2024	Q4 FY 2024
Objectives Implemented	0	0			
Objectives Partially Implemented	0	0			
Objectives Not Implemented	1	0			
Undetermined	0	0			
Due Later	6	7			
Total Objectives	7	7			

H. ELEMENT 8: ONLINE PROGRAMS

Element 8 relates to the need for development and enhancement of online offerings.

#	Objective	Deliverable	Deadline	Validation Comments	Validation Result
8.1.1	Identify a partner to develop an online program infrastructure and model, which shall include but not be limited to competency-based programs for business, public administration, and education.	Issue RFP and contract award	Q4 FY 2023	KSU provided the contract with Magellan Learning Solutions to develop an online program infrastructure and model.	Implemented
8.2.1	Utilize Gray Associates PES+ Market system to identify high-demand online programs to implement.	Summative report and proposal development plan	Q4 FY 2023	The Program Market Assessment Workshop noted under objective 4.1.3 also resulted in identification of new program opportunities. However, University leadership has not yet made final decisions about new programs, so a proposal development plan has not yet been created.	Partially Implemented



Validation Summary

Deliverable Status	Q4 FY 2023	Q1 FY 2024	Q2 FY 2024	Q3 FY 2024	Q4 FY 2024
Objectives Implemented	0	1			
Objectives Partially Implemented	2	1			
Objectives Not Implemented	0	0			
Undetermined	0	0			
Due Later	3	3			
Total Objectives	5	5			



MOSSADAMS