

**REPORT TO THE  
BOARD OF REGENTS**



**May 29, 2015**

**KENTUCKY STATE UNIVERSITY**  
**Special Meeting of the Board of Regents**  
**10:00 a.m., Friday, May 29, 2015**  
**Julian M. Carroll Academic Services Building, Board Room**  
**Frankfort, Kentucky**  
***Regent Karen W. Bearden, Presiding***

**A G E N D A**

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- I. CALL TO ORDER: Regent Karen Bearden, Chair**
- II. ROLL CALL: Lori Davis, Secretary**
- III. OPENING REMARKS: Regent Bearden**
- IV. FINANCIALS THROUGH APRIL 2015: Paul Edwards, Chief Accountant**
- V. ACTION ITEM: APPROVAL OF FISCAL YEAR 15-16 OPERATING BUDGET  
President Raymond M. Burse**
- VI. ACTION ITEM: APPROVAL AND RATIFICATION OF APPOINTMENT OF  
DR. LORNA SHAW-BERBICK President Burse**
- VII. CLOSED SESSION:**
  - A. Pending Litigation (KRS 61.810 (1)(c))**
  - B. Individual Personnel Matters (KRS 61.810 (1)(f))**
  - C. Property Acquisition (KRS 61.810 (1)(b))**
- VIII. OPEN SESSION: Regent Bearden**
- IX. CLOSING REMARKS: Regent Bearden**
- X. ADJOURNMENT**

### Agenda Item Background

<b>To:</b>	Board of Regents	<b>Date:</b> May 29, 2015
<b>From:</b>	Raymond M. Burse	
<b>Subject:</b>	University Financials through April 30, 2015	
<b>Reason for Consideration:</b>	Informational Item	<b>Enclosures:</b> Yes

#### Background:

The University's financials through April 30, 2015 are presented for information.

#### Recommendation:

#### Informational Item

<b>Initiator:</b>	Raymond M. Burse
<b>Board Action Date:</b>	May 29, 2015
<b>Effective Date:</b>	May 29, 2015

Kentucky State University  
Statement of Net Position  
(Unaudited)

	April 2015	April 2014
<b>ASSETS</b>		
Current assets:		
Cash and cash equivalents	28,564,994	27,832,331
Accounts, grants, and loans receivable, net	2,236,807	12,494,520
Inventory and other current assets	147,210	327,772
<b>Total current assets</b>	<b>30,949,012</b>	<b>40,654,623</b>
Noncurrent assets:		
Accounts, grants, and loans receivable, net	451,781	266,700
Investments	15,782,706	14,847,774
Capital assets, net	77,445,840	80,242,173
<b>Total noncurrent assets</b>	<b>93,680,327</b>	<b>95,356,646</b>
<b>Total assets</b>	<b>124,629,339</b>	<b>136,011,269</b>
<b>LIABILITIES</b>		
Current liabilities:		
Accounts payable and accrued liabilities	3,189,930	3,007,439
Accrued compensated absences	1,853,195	1,983,753
Unearned revenue (Federal and State Grants)	934,708	1,152,559
Deposits	166,468	166,543
Other current liabilities	(264,090)	81,476
Bonds and capital lease obligations, net	206,936	-
<b>Total current liabilities</b>	<b>6,087,145</b>	<b>6,391,770</b>
Noncurrent liabilities		
Bonds and capital lease obligations	6,580,805	7,297,071
Other long term liabilities	534,964	534,914
<b>Total noncurrent liabilities</b>	<b>7,115,769</b>	<b>7,831,985</b>
<b>Total liabilities</b>	<b>13,202,914</b>	<b>14,223,755</b>
<b>NET POSITION</b>		
Invested in capital assets, net of related debt		
Restricted	72,975,280	75,792,025
Nonexpendable	8,657,506	11,409,979
Expendable	1,989,363	2,146,143
Unrestricted	27,804,276	32,439,368
<b>Total Net Position</b>	<b>111,426,425</b>	<b>121,787,514</b>

Kentucky State University  
Statement of Revenues, Expenses and Changes in Net Position (By Function)  
Periods Ending April 30, 2015 and 2014  
(Unaudited)

	April 2015	April 2014
<b>REVENUES</b>		
Operating revenue:		
Student tuition and fees (gross)	16,070,504	20,359,864
Less: Scholarship allowances	(5,377,107)	(4,813,115)
Student tuition and fees (net of scholarships)	10,693,397	15,546,749
Federal grants and contracts	6,074,071	5,039,376
Federal appropriations	5,510,627	5,625,722
State and local grants and contracts	1,843,289	1,796,980
Auxiliary enterprises		
Residence halls	2,435,072	3,110,829
Dining	2,216,895	2,857,017
Bookstore	4,990	75,000
Other auxiliaries-majority includes, laundry, homecoming and facility rental	21,950	77,767
Other operating revenues – primarily includes indirect cost recoveries, activity fees, nursing course fees, interest grant and rental income	2,136,280	1,864,370
<b>Total operating revenue</b>	<b>30,936,572</b>	<b>35,993,810</b>
<b>EXPENSES</b>		
Operating expenses:		
Educational and general		
Instruction	8,907,107	9,575,659
Research	4,595,569	4,353,276
Public service	5,894,700	6,060,093
Academic support	2,473,922	1,967,851
Student services	5,294,321	6,006,692
Institutional support	11,891,343	8,924,915
Operations and maintenance of plant	4,788,309	4,096,956
Student aid	7,419,111	8,912,207
Depreciation	3,433,445	3,442,965
Auxiliary enterprises		
Residence halls	1,106,239	1,123,997
Dining	1,714,563	2,352,526
Other auxiliaries – primarily includes Auxiliary salary expenses and copy services	539,074	1,561,002
Depreciation	270,134	273,224
<b>Total operating expenses</b>	<b>58,327,839</b>	<b>58,651,362</b>
<b>Operating income (loss)</b>	<b>(27,391,267)</b>	<b>(22,657,553)</b>

Kentucky State University  
Statement of Revenues, Expenses and Changes in Net Position (By Function)  
Periods Ending April 30, 2015 and 2014  
(Unaudited)

	April 2015	April 2014
<b>NON-OPERATING REVENUES (EXPENSES)</b>		
State appropriations	23,479,600	23,537,400
Federal grants and contracts	4,995,137	5,906,163
Gifts	-	(1,500)
Investment income (net of investment expenses)	519,040	1,244,945
Interest on capital asset related debt	(198,257)	(317,534)
Other non-operating revenues (expenses)	-	5,151
<b>Net non-operating revenues</b>	<b>28,795,520</b>	<b>30,374,626</b>
Income (loss) before other revenues, expenses, gains or losses	1,404,253	7,717,073
Endowment Gifts	4,636	14,176
Capital appropriations	-	-
<b>Increase (decrease) in net assets</b>	<b>1,408,889</b>	<b>7,731,249</b>
Net assets, beginning of year	110,017,536	114,056,265
<b>Net assets, end of year</b>	<b>111,426,425</b>	<b>121,787,514</b>

Kentucky State University  
Statement of Cash Flows  
Periods Ending April 30, 2015 and 2014  
(Unaudited)

	April 2015	April 2014
<b>Cash flows from operating activities</b>		
Tuition and fees	14,018,494	12,780,283
Grants and contracts	15,819,966	13,499,603
Payments to suppliers	(18,725,536)	(16,764,838)
Payments to employees	(29,032,229)	(29,693,897)
Student financial aid	(6,917,316)	(8,814,845)
Loans issued to students – Primarily PIOs	(425,981)	27,992
Collection of loans issued to students	215,230	149,188
Auxiliary enterprises		
Residence halls and dining	4,651,968	5,967,846
Bookstore	4,990	75,000
Other auxiliaries	21,950	77,767
Other receipts - primarily includes indirect cost recoveries, activity fees, nursing course fees, interest and rental income	2,142,466	2,023,791
<b>Net cash from operating activities</b>	<b>(18,225,998)</b>	<b>(20,672,110)</b>
<b>Cash flows from noncapital financing activities</b>		
State appropriations	23,479,600	23,537,400
Federal grants and contracts	4,995,137	5,906,163
Gifts for other than capital purposes	4,636	12,676
Student organization agency receipts	90,070	75,731
Student organization agency disbursements	(92,823)	(70,044)
Other receipts (payments)	-	5,152
<b>Net cash from noncapital financing activities</b>	<b>28,476,619</b>	<b>29,467,078</b>
<b>Cash flows from capital financing activities</b>		
Capital appropriations	-	-
Purchases of capital assets	(488,400)	(772,743)
Proceeds from capital debt	-	-
Principal paid on capital debt	(614,366)	(878,913)
Interest paid on capital debt	(198,257)	(317,534)
<b>Net cash flows from capital financing activities</b>	<b>(1,301,022)</b>	<b>(1,969,190)</b>
<b>Cash flows from investing activities</b>		
Interest received on investments	1,226,462	(351,485)
Investment expenses	-	(55,087)
Proceeds from sale of investments	4,829,234	11,210,093
Purchases of investments	(6,016,263)	(10,904,952)
<b>Net cash flows from investing activities</b>	<b>39,432</b>	<b>(101,431)</b>
Net increase (decrease) in cash and cash equivalents	8,989,031	6,724,347
Cash and cash equivalents at beginning of year	19,575,963	21,107,984
<b>Cash and cash equivalents at end of year</b>	<b>28,564,994</b>	<b>27,832,331</b>

Kentucky State University  
Statement of Cash Flows  
Periods Ending April 30, 2015 and 2014  
(Unaudited)

	April 2015	April 2014
<b>Reconciliation of net operating gain (loss) to net cash from operating activities</b>		
Operating gain (loss)	(27,391,267)	(22,657,553)
Adjustments to reconcile operating income to net cash from operating activities		
Depreciation expense	3,703,579	3,716,188
Gain (loss) on disposal of capital assets	-	-
Bad debt expense	734,709	-
Changes in assets and liabilities:		
Receivables, net	5,353,175	(1,442,000)
Inventory and prepaid expenses	10,634	210,749
Accounts payable and accrued liabilities	(212,312)	(283,575)
Accrued compensated absences	295,845	350,202
Other liabilities	(355,741)	(438,603)
Unearned revenue	(364,620)	(127,519)
Net cash from operating activities	<u>(18,225,998)</u>	<u>(20,672,110)</u>



Kentucky State University  
Budget vs. Actual  
Ten months ending April 30, 2015  
(Amounts shown in dollars)

GROUP	Approved Budget	YTD Actual Activity	YTD Actual % of Budget	% Variance	YTD ACTUAL BY FUND		
					Education and General	Auxiliary	Land Grant and Action Agenda
<b>REVENUE</b>							
State appropriations	23,429,600	23,479,600	100.21%	0.21%	20,051,100		3,428,500
Student tuition & mandatory fees	20,205,500	16,004,242	79.21%	-20.79%	16,004,242		
Auxiliaries	6,187,500	4,398,059	71.08%	-28.92%		4,398,059	
Other	3,682,000	1,911,978	51.93%	-48.07%	1,911,978		
<b>Total revenue</b>	<b>53,504,600</b>	<b>45,793,879</b>	<b>85.59%</b>	<b>-14.41%</b>	<b>37,967,320</b>	<b>4,398,059</b>	<b>3,428,500</b>
<b>EXPENDITURES</b>							
Instruction	12,985,000	8,671,064	66.78%	-33.22%	8,627,182		43,882
Research	1,942,100	1,085,752	55.91%	-44.09%			1,085,752
Public Service	1,621,100	1,186,853	73.21%	-26.79%	106,068		1,080,785
Academic Support	2,174,600	1,461,005	67.18%	-32.82%	1,461,005		
Student Services	5,749,100	4,112,260	71.53%	-28.47%	4,112,260		
Institutional Support	12,351,600	10,762,936	87.14%	-12.86%	10,762,852	84	
Operations & Maintenance	5,450,600	4,633,800	85.01%	-14.99%	4,633,800		
Student Financial Aid	5,043,000	5,805,508	115.12%	15.12%	5,805,508		
Residence Halls	2,957,200	1,106,239	37.41%	-62.59%		1,106,239	
Dining	2,513,800	1,714,563	68.21%	-31.79%		1,714,563	
Other Auxiliaries	716,500	539,074	75.24%	-24.76%		539,074	
<b>Total expenditures</b>	<b>53,504,600</b>	<b>41,079,054</b>	<b>76.78%</b>	<b>-23.22%</b>	<b>35,508,675</b>	<b>3,359,960</b>	<b>2,210,419</b>
<b>Surplus (deficit) before transfers</b>	<b>-</b>	<b>4,714,825</b>			<b>2,458,646</b>	<b>1,038,098</b>	<b>1,218,081</b>
<b>Mandatory &amp; non-mandatory transfers</b>	<b>-</b>	<b>-</b>			<b>-</b>	<b>-</b>	<b>-</b>
<b>Surplus (deficit) before other activity</b>	<b>-</b>	<b>4,714,825</b>			<b>2,458,646</b>	<b>1,038,098</b>	<b>1,218,081</b>
<b>Other fund net activity</b>	<b>-</b>	<b>(3,305,936)</b>					
<b>Increase (decrease) in net position</b>	<b>-</b>	<b>1,408,889</b>					

Year to date – 83.33% of budget has expired

### Agenda Item Background

<b>To:</b>	Board of Regents	<b>Date:</b> May 29, 2015
<b>From:</b>	Raymond M. Burse	
<b>Subject:</b>	FY 15-16 Operating Budget	
<b>Reason for Consideration:</b>	Approval	<b>Enclosures:</b> Yes

**Background:**

See attached.

**Recommendation:**

Approval of items as set forth in attached document.

Approval

<b>Initiator:</b>	Raymond M. Burse
<b>Board Action Date:</b>	May 29, 2015
<b>Effective Date:</b>	May 29, 2015



# **Budget Proposal**

## **Fiscal Year 2015-2016**



**Presented at the May 29, 2015  
Board of Regents Meeting**

**2015-16 KENTUCKY STATE UNIVERSITY ANNUAL BUDGET  
MAY 29, 2015  
RECOMMENDATION**

That the Kentucky State University (“KSU”) Board of Regents adopt the FY 15 Housing and Board Fee Schedule Resolution as set forth in Attachment A (page 3) and adopt the FY 15-16 budget resolution (Attachment B, page 6) regarding the 2015-16 Annual Budget for the Kentucky State University. This budget and its provisions will be effective July 1, 2015 through June 30, 2016.

**Rationale**

- The Housing and Board Fee Schedule sets fees for FY 16 at the same level as FY 15 with no increases. (Attachment A, page 4)
- The annual budget (Attachment C, pages 8-9) directs the use of financial resources available to KSU to help achieve the mission and vision of KSU. This budget places emphasis and the highest priority on students and the effective and efficient use of available resources.
- The 2015-16 KSU budget will:
  - Fund fixed cost increases in current employee benefit programs.
  - Fund fixed cost increases in utilities and facility insurance.
  - Fund the essential services of the University and serve as a platform for growth.
- This recommended budget is supported by the KSU President’s Cabinet.
- The proposed resolution (Attachment B, page 6) provides for adequate fiscal control and oversight by the KSU Board of Regents consistent with common practice within postsecondary education institutions. At the same time, the resolution provides a reasonable amount of discretion to the KSU President and establishes limits and thresholds that the President cannot exceed without the expressed consent of the Board.
- The proposed budget and its provisions will be effective for the fiscal year beginning July 1, 2015 and ending June 30, 2016.

**Background**

KRS 164.350 directs the KSU Board of Regents, upon recommendation of the KSU President to adopt an allocation process for distributing funds appropriated to KSU by the General Assembly. Also, KRS 164.350 directs the Board of Regents to assure that the budget planning and implementation processes are consistent with the adopted strategic agenda, the biennial budget, and the mission of KSU.

**ATTACHMENT A**

FY 16 HOUSING AND BOARD FEE SCHEDULE  
RESOLUTION

**FY 16 HOUSING AND BOARD FEE SCHEDULE RESOLUTION**

**BE IT RESOLVED**, that the Kentucky State University Board of Regents approved the FY 16 Housing and Board Fee Schedule to be effective for the fiscal year beginning July 1, 2015 and ending June 30, 2016.

ADOPTED, this \_\_\_\_ day of May 2015.

## HOUSING AND BOARD FEE SCHEDULE

<u>Description</u>	FY 2015-16 Per Semester
<b>RESIDENCE HALL RENTALS</b>	
<b>Double Occupancy</b>	
Chandler Hall	\$1,670
Kentucky Hall	\$1,670
The Halls	\$1,670
Combs Hall	\$1,670
Hunter Hall	\$1,670
 <b>Single Occupancy</b>	
Chandler Hall	\$2,220
Kentucky Hall	\$2,220
The Halls	\$2,220
McCullin Hall	\$2,220
 <b>Triple Occupancy</b>	
Kentucky Hall	\$1,620
 <b>Suite/Apartment Occupancy</b>	
Chandler Hall	\$2,120
Kentucky Hall	\$2,120
McCullin Hall	\$2,120
Young Hall	\$2,120
 <b>BOARD RATES</b>	
<b>All Resident Students</b>	
10 meal plan with \$300 Flex Dollars	\$1,675
15 meal plan with \$200 Flex Dollars	\$1,675
225 block meal plan with \$150 Flex Dollars	\$1,675
 <b>Commuter Meals</b>	
5 Meal Membership with \$200 Dining Dollars	\$652
50 Block with \$250 Dining Dollars	\$594
\$300 Dining Dollars	\$300
20 Block with \$50 Dining Dollars	\$180

Note: Students residing in residence halls are required to have a meal plan.

**ATTACHMENT B**

**BUDGET RESOLUTION**



## **KENTUCKY STATE UNIVERSITY BUDGET RESOLUTION**

**BE IT RESOLVED**, that upon due consideration and upon recommendation of the Kentucky State University (KSU) President, the following operating budget authorizations totaling \$45,867,800 are approved for KSU for the fiscal year beginning July 1, 2015, and ending June 30, 2016.

In the event current fund revenues now estimated should not be realized, the KSU President shall take appropriate action to reduce budget authorizations to amounts sufficient to ensure that expenditures do not exceed available revenues. The KSU President shall report to the Board of Regents in advance any major deviations from the approved operating budget.

In the event actual annual revenues exceed estimated revenues, the KSU President may authorize an increase in the unrestricted current funds expenditure budget up to 2.0 percent of the Board's authorized expenditure level. Increases greater than 2.0 percent of the authorized expenditure budget must have prior approval of the Board.

The KSU Quarterly Financial Report shall contain sections that reflect the KSU July 1 opening budget, amendments to the opening budget, and expenditures to date. This report shall provide the necessary detail for amending the budget as permitted by this resolution.

The purchase of any item of equipment greater than \$200,000 must have prior approval of the Board of Regents and must be contained in the Biennial Legislative Appropriations Act in accordance with KRS Chapter 45. A capital construction project with a scope greater than \$600,000 must have the prior approval of the Board of Regents and be contained in the Biennial Legislative Appropriations Act in accordance with KRS Chapter 45. Equipment and capital construction projects with scopes greater than these amounts shall be reported as part of the KSU Quarterly Financial Report.

All units and individuals within KSU incurring financial obligations of KSU funds resulting from this authorization shall observe and adhere to applicable laws, regulations, and policies of the Commonwealth of Kentucky and the KSU Board of Regents, which govern the expenditure and disbursement of funds. Heads of various budget units shall not authorize nor incur financial obligation in excess of the budget authorization for that budgetary unit.

This budget and its provisions will be effective July 1, 2015, through June 30, 2016.

ADOPTED, this \_\_\_\_ day of May 2015.

**ATTACHMENT C**

FY 16 BUDGET

**KENTUCKY STATE UNIVERSITY  
FY 2015-16 PROPOSED FINANCIAL PLAN**

<b>REVENUE</b>	<b>FY 2014-15 Approved Budget</b>	<b>FY 2015-16 Approved Budget</b>
State Appropriation	23,429,600	23,429,600
Tuition and Mandatory Fees	20,205,500	16,509,300
Other Sources	2,182,000	-
Non-mandatory (Optional) Fees	-	843,100
Employee Parking	-	37,100
Interest Income	-	110,300
Indirect Cost Recovery	-	395,300
Fund Balance	1,500,000	0
Total University Revenue	47,317,100	41,324,700
 Auxillary Enterprises	 6,187,500	 4,543,100
 <b>TOTAL REVENUE</b>	 53,504,600	 45,867,800
 <b>EXPENDITURES</b>		
ACADEMIC AFFAIRS		
Personnel	10,475,600	9,626,700
Fringe Benefits	3,634,600	3,628,300
Operating Expenses	1,401,800	709,400
LAND GRANT	3,371,200	3,371,200
STUDENT AFFAIRS		
Personnel	2,591,800	1,220,300
Fringe Benefits	899,100	459,900
Operating Expenses	962,900	296,600
EXTERNAL RELATIONS AND DEVELOPMENT		
Personnel	1,747,000	463,900
Fringe Benefits	606,300	174,800
Operating Expenses	4,118,000	214,200
FACILITIES		
Personnel	-	1,670,000
Fringe Benefits	-	629,400
Operating Expenses	-	3,266,100
BUSINESS AFFAIRS (FINANCE)		
Personnel	1,713,700	1,411,100
Fringe Benefits	595,400	531,800
Operating Expenses	914,600	49,900
UNIVERSITY -- CONTINGENCY	750,000	0

	<b>FY 2014-15 Approved Budget</b>	<b>FY 2015-16 Approved Budget</b>
<b>PRESIDENT'S AREA</b>		
Personnel	2,179,800	919,100
Fringe Benefits	736,600	346,400
Operating Expenses	2,985,100	211,600
<b>ATHLETICS</b>		
Personnel	-	689,400
Fringe Benefits	-	259,800
Operating Expenses	-	391,600
<b>INFORMATION TECHNOLOGY</b>		
Personnel	-	740,300
Fringe Benefits	-	279,000
Operating Expenses	-	7,400
<b>UNIVERSITY POLICE</b>		
Personnel	-	652,300
Fringe Benefits	-	245,900
Operating Expenses	-	93,700
<b>UNIVERSITY GENERAL</b>		
Operating Expenses	-	5,672,200
<b>SCHOLARSHIPS</b>	4,792,100	4,312,900
<b>AUXILLARY ENTERPRISES</b>	6,187,500	2,192,600
<b>ADDITIONAL EXPENSES</b>		
KTRS and KERS		
Increases	620,200	0
Health Insurance Increases	76,700	0
Retirement Sick Leave	250,000	0
Compensation Study Expense	50,000	0
Faculty Promotions	79,300	0
Essential Positions	541,000	0
Accreditation Cost	40,000	40,000
Utilities Increases	55,000	0
Bad Debt Expense	800,000	1,000,000
Lab Fee Expenses	107,500	0
Homecoming Expenses	90,000	90,000
Indirect Cost		
Allocations	131,700	0
Subtotal Additional		
Expenses	2,841,400	1,130,000
<b>TOTAL EXPENDITURES</b>	<b>53,504,500</b>	<b>45,867,800</b>

**ATTACHMENT D**

**BUDGET MEMO**

**BUDGET MEMORANDUM  
FY 16 RECOMMENDED BUDGET  
KENTUCKY STATE UNIVERSITY**

**FY 15 RETROSPECTIVE**

The Kentucky State University (“KSU”) Fiscal Year 2014-15 budget was built and balanced utilizing funds (\$1,500,000) from the University’s fund balance and \$750,000 from an unnamed source to balance Auxillary Enterprises. Additionally, every position vacant in the University at that time was eliminated regardless of its criticality to the University’s operations. Tuition revenue was based on enrollments of 2,476 for Fall 2014 and 2,476 for Spring 2015. Fees and tuition revenue totaled \$20,205,500 in the FY 15 proposed budget. With this as the baseline for operations, KSU entered FY 2014-15.

The FY 15 budget enrollment projections were not realized. Fall 2014 enrollment was 1,895 and spring 2015 enrollment was 2,050. That drop in enrollment, the need to fill critical positions, carrying large student receivables and establishing reserves for student receivables drove a September 2014 current year operating deficit of Seven Million Dollars (\$7,000,000). With that as the back drop, KSU has operated through FY 15 to arrive at this proposed budget for FY 16.

**FY 16 PROPOSED BUDGET**

**REVENUE**

FY 16 revenue is comprised, in part, of state appropriations of \$23,429,600. Tuition and mandatory fees revenue is based on KSU holding enrollment flat to FY 15 actual enrollments with a five percent (5%) increase in all tuition rates (netting \$680,000). The Destiny and Legacy programs are discontinued for new students. Students enrolled under these programs with continuous enrollment will have the benefit of those rates throughout their KSU enrollment. We have eliminated the category of “Other Sources” electing to show all elements of this line item. Other Sources are now non-mandatory fees (\$843,100), employee parking (\$37,100), interest income (\$110,300) and indirect cost recovery (\$395,300). The projected FY 16 Total University Revenue is \$41,324,700 compared to FY 15 Total University Revenue of \$47,317,100.

FY 15 Auxillary Enterprises Revenue was \$8,187,500 with FY 16 projected Auxillary Enterprises Revenue at \$4,543,100.

Total Revenue for FY 15 was \$53,504,600 and for FY 16 is \$45,867,800, a 14% reduction.

For contingency purposes, but not included in the proposed FY 16 budget, plans have been developed for a ten percent (10%) headcount reduction in each function should the FY 16 projected enrollment fall short. Thus, with any unexpected shortages in revenue, there is a plan to keep the budget balanced.

## EXPENDITURES

The University's proposed FY 16 Budget is based on several guiding principles, the primary one being that the FY 16 budget be balanced utilizing with-in year generated funds. To achieve that balanced budget, a zero-based budget approach was used. Each and every position within the University had to be justified before being placed in the budget. All past expenditures for, and new requests for, capital items, computer equipment, computer software, recruitment, computer/data processing, institutional dues and memberships, insurance, licenses and permits, contracts (maintenance and otherwise), other and agreements were removed from individual accounts and placed in a category called "University General." All FY 16 requests for these items will flow through the University General account to ensure that only necessary and essential purchases are made. This account will also be used to balance the budget when other in-year eliminations do not balance the budget.

To drive the strategic direction of the institution, the following strategic decisions by areas were made -

### Academic Affairs

Given our mixed results with Academics with Attitude and the expenditure of hundreds of thousands of dollars, we have decided to go with an accelerated learning classes model. Results from pilot classes over the fall and spring have yielded good results. This decision has allowed for the elimination of developmental classes in Math and English - eliminating nine total positions in developmental education. Four additional positions in Literature, Language and Philosophy were eliminated due to this change.

Deleted all funds for consultants.

Defined job duties and responsibilities for coordinators and chairpersons are established. This will allow several coordinator positions to be eliminated and will reduce release time for certain chairpersons.

The position of Dean in all colleges was eliminated and a Dean of the University position was added. Five positions were eliminated and one added. All chairs will now report into the Dean of the University. The Dean of the University will report to the Vice President for Academic Affairs. All deans' offices were eliminated with personnel moved to other positions and office operating expenses eliminated.

The budget for adjuncts/overload has been removed from Academic Affairs to help drive a behavior toward full teaching loads and complete utilization of all full-time faculty members. Some adjuncts will be used, but each will require justification and prior approval.

Moved one faculty position from Education to Psychology.  
Elevated Chi Shen to Chair, Computer Science.  
Eliminated one position in Political Science.  
Added a new student staff writer position.

One full-time faculty member in Art will become part-time.  
Added a position for summer work in Education.  
Moved Jae Won Kim to faculty position in Music.  
Added a Supply Chain faculty position to Business.  
Added a new associate professor position in Health, Physical Education and Recreation.  
Eliminated one library assistant position.  
Eliminated one faculty position in Social Work.  
Eliminated one student records assistant position in the Registrar's Office.  
Added funding and positions to implement and supplement accelerated learning courses.

#### Land Grant

Budgeted \$422,000. Will change once positions are reorganized to make KSU positions consistent with how other land grant institutions handle non-teaching positions with faculty rank being tenure-track.

#### Student Affairs

Reduced amount budgeted for Green to Gold.

#### External Relations and Development

Moved facilities, maintenance and custodial out of this category.

#### Facilities

Light equipment operator position is eliminated.  
Two housekeeping supervisors eliminated.  
One stationary fireman eliminated.  
Eliminated one electrician position.  
One administrative assistant position eliminated.  
Deleted one senior plumber position.

#### Business Affairs

Purchasing and Payroll will now share an administrative assistant, eliminating one position.  
Further efforts to reduce sourcing/procurement costs continue as we seek to get maximum benefit for each dollar spent, including buying off federal procurement contracts.  
In Accounts Payable moving one full-time position to part-time.  
In Human Resources, part-time investigator position is eliminated.  
One position in Budget Planning and Development is eliminated.  
Eliminated Assistant Vice President position.

#### President's Area

Deleted student assistant.

#### Athletics

\$500,000 reduction to total FY 15 budget plus 10% reduction in FY 15 budgeted scholarship amount (with no reduction in women's athletics).



### Information Technology

Moved one part-time network technician to full-time.  
Eliminated one part-time network technician.  
Eliminated business analyst position.

### University Police

Budgeted to bring complement to planned strength.

### Scholarships

Reduced the scholarship amount by ten percent (10%) from the amount budgeted in FY 15.

### Auxillary Enterprises

No increase in fees for housing and board.

### Additional Expenses

Increased reserve amount for bad debt.

### CONCLUSION

With all of the additions, deletions, and strategic decisions made, presented is a balanced KSU budget for FY 16.

### Agenda Item Background

<b>To:</b>	Board of Regents	<b>Date:</b> May 29, 2015
<b>From:</b>	Raymond M. Burse	
<b>Subject:</b>	Approval and Ratification of Appointment of Dr. Lorna Shaw-Berbick as Dean of the University	
<b>Reason for Consideration:</b>	Approval	<b>Enclosures:</b> Yes

**Background:**

As part of streamlining the University, the deans of each college were eliminated and the position of Dean of the University was created. A national search was undertaken and the selected candidate is Dr. Lorna Shaw-Berbick. Her vita is attached.

**Recommendation:**

Recommendation – That the Board of Regents approve the appointment of Dr. Lorna Shaw-Berbick to the position of Dean of the University at the rank of Professor with tenure.

Approval

<b>Initiator:</b>	Raymond M. Burse
<b>Board Action Date:</b>	May 29, 2015
<b>Effective Date:</b>	May 29, 2015

## RESUME

*Lorna Le'Anne Shaw-Berbick, Ph.D.*

1000 St. Charles Place-E104

Pembroke Pines Fl. 33026

561-234-5651-C

### CAREER SUMMARY

Innovative Administrator and Educator with proven ability in establishing collaborative work environments and high performance teams in higher education to achieve mission driven goals and objectives. Strategic planner; mission and vision driven; deeply committed to world learning and international study; committed to student performance-the theory that learning begins where the student is, experiential learning and learning communities. Committed to robust faculty and campus intellectual life; experienced in mentoring student and faculty; committed to the Liberal Arts and Sciences as well as pre-professional proficiencies; strong leadership in supervising faculty and managing resources; strong leadership in promoting international /cross-cultural climate, strong leadership in communication skills and experienced in multiple leadership styles of management; personable and professional; highly active in pursuing scholarship in Intercultural Communication, international culture, and leadership in higher education. Areas of expertise include:

<ul style="list-style-type: none"><li>• Strategic Planning –Currently coordinating Goals, Objectives and Strategies, to Vision and Mission Core oriented consistently-</li><li>• Leadership on Provost's Academic Advisory Council</li><li>• Expertise in Global, Intercultural/international Affairs</li></ul>	<ul style="list-style-type: none"><li>• Regional Accreditations</li><li>• Regulatory Compliance</li><li>• Experienced in leading student and departmental performance outcomes for re-accreditation and re-affirmation visits</li><li>• Currently Sub-editor for institutional planning and effectiveness</li></ul>
<ul style="list-style-type: none"><li>• Leadership/Mentoring/Training faculty on Teaching paradigms</li><li>• Transparent Leadership style</li><li>• Ability to Lead and Mentor both students and faculty- Award and Mention for Mentoring</li><li>• Collaborative Leadership style</li></ul>	<ul style="list-style-type: none"><li>• Community Relations, Outreach, and Networking</li><li>• Grant writing</li><li>• Active in Scholarship</li></ul>
<ul style="list-style-type: none"><li>• Focus on Character of the Curriculum</li><li>• Member on Council for Writing Across the Curriculum</li></ul>	<ul style="list-style-type: none"><li>• Commitment to Liberal Arts and Sciences</li><li>• Deeply held belief in the canon of virtue and good character</li></ul>
<ul style="list-style-type: none"><li>• Student Centered Service Relations</li><li>• The First Year Experience</li><li>• Managed deployment of Student Services Management Systems (SMS)</li></ul>	<ul style="list-style-type: none"><li>• Budget Management</li></ul>

## EDUCATION

Doctor of Philosophy- Intercultural Communication and Rhetorical Theory Howard University-1991

Post Doctoral Certificate, Institute for Management and Leadership in Education, Harvard University, Cambridge, MA. 2003

Master of Philosophy	University of the W. I.1989
Bachelor of Arts	University of the W. I.1883
Bachelor of Arts	Theatre Arts, National School of Drama-1986

## PROFESSIONAL EXPERIENCE

Dean,

School of Arts and Humanities,

The College of Saint Rose, 2008- 2013

### Duties and Responsibilities

Provide oversight for six departments and 2 programs- second largest School in College

Managed budget of approx \$9M

Oversee approx 200 Full time and Part time Faculty

Oversee 12 staff members

Manage broad range of leadership responsibilities including representing the School through presentations and correspondences to the Board of Trustees, the President's Cabinet, and the public on a variety of functions from academic policy to curriculum management, curriculum performance, assessment and evaluation to strategic planning and growth trends to faculty and staff; prepare faculty and staff performance evaluations.

Oversee and act on behalf of the College on immigration matters for international faculty

Represent the Provost

Sustain established relationships with community and the public

Director of Institutional Effectiveness

And

Campus Ombudsman

2007-2008

2007-2008 American Intercontinental University Large Private multi-campus institution Weston, FL

Heard and handled faculty /student grievances

Experience in protocols of Ombudsman work, and advocacy for students and faculty

Experience in Institutional Effectiveness- student learning and institutional outcomes

- Direct 15 academic and Academic Support Service divisions in complying with regional accreditation requirements; direct logistics of site visits, and provide oversight for 60 unit reports per year. Senior member of the President's Cabinet; Member of the Management team of Directors and Vice Presidents managing a 1000 student population campus.
- Active team member in standardizing academic affairs protocols, such as learning styles student services procedure, and training for admissions personnel.
- Created a Freshman program in the First Year Initiative- produced booklet for First Year Students on how to be successful – being used as a student retention tool.
- Solved student concerns, inquires and complaints as Ombudsperson, successfully maintaining high student satisfaction and a consistent zero on monthly complaint logs.
- Ensured a high standard of regulatory compliance in directing the preparedness for the Southern Association of Schools and Colleges (SACS) fall 2007 Re-accreditation visit.
- Directed the implementation of Student Services Management Systems (SMS) to the Campus to improve all campus responses to student inquiries, concerns, and complaints
- Selected Team Member of The Provost's Multi-campus Ad Hoc Academic Organization Advisory Council
- Developed assessment instruments for campus training and division level events.
- Highly involved in the development of the campus' 2008 strategic goals, objectives and strategies; ensured goals were linked to larger University mission, vision and core values

Dean, College of Arts and Sciences &

Chair and Assoc Professor, 1998-2007

Lynn University Boca Raton, FL

1998 - 2002

Dean College of Arts and Sciences

- Successfully managed 1.5 m budget.
- Received increased responsibilities throughout tenure.
- Directed College Strategic Planning and Analysis in my college, The College of Arts and Sciences.
- Directed, coordinated, and documented Vision/Mission for my College in line with University mission and vision
- Put in place written purposes for programs

- Directed assessment and evaluation of student learning and program outcomes
- Implemented and wrote curriculum policy for the College of Arts and Sciences, the University's second largest college
- Managed internal systems to ensure that over 2000+ students attain yearly requirements for graduation
- Founded and Directed annual communication publications thereafter (The College Newsletter)
- Supported and provided oversight for the Literary magazine
- Successfully coordinated university wide diversity program on Holocaust Awareness Day
- Successfully managed college fiscal operations.
- Successfully planned and evaluated assessment instrument for Freshman initiative
- Employed Academic Profile as evaluation instrument to assess General Education performance (the long form and the short form)
- Worked closely with Institutional Research to discover strengths and weaknesses in student performance in the liberal disciplines
- Provided oversight for strategic planning and implementation of curriculum policies,
- Planned and evaluated Freshman initiative (Academic Adventure: Spring academic cruise for credit)
- Successfully developed and implemented the transformation of General Education Program
- Worked closely with the Vice President to determine purpose, vision, and meaning of the Gen Ed transformation
- Worked closely with the college faculty to achieve their full participation for smooth and successful Core curriculum change
- Successfully advocated for increase stipend and office space for adjunct faculty
- Advocated for General Education across the curriculum
- Successfully developed "The Teaching Round Table"- to examine/explore critical teaching methods by faculty and learning by students-Focus on Experiential and Experimental learning
- Advocated for Discipline-Specific evaluation and growth
- Worked successfully with chairs and coordinators of programs to ensure appropriate discipline evaluation testing instrument
- Advocated for faculty
- Directed college faculty to develop flagship program for the college
- Successfully strengthened the Public Speaking curriculum
- Created several college initiatives through facilitative leadership
- Developed College Faculty Colloquium Series
- Promoted and publicized liberal arts and sciences as an attractive, essential, and viable enterprise
- Developed The Annual Students Liberal Arts Symposium
- Directed the new Minor in Communication Arts
- **Co-Directed**, Honors Program,
- Member of the Presiding team for Honors Convocation
- Advised and participated in International Student Orientation
- Gave Welcome Addresses to incoming international students
- **Prepared and successfully led College through Southern Association of Schools and Colleges (SACS)**
- Sub-editor, Section II, Institutional Purpose, Institutional Self Study
- Advised/ Mentored largest segment of student population (Undecided/Undeclared students)
- Advised College Student Retention Committee with emphasis on First Year Students' completion and graduation
- **Chaired**, Professional Standards and Development Committee (Faculty Appointment and Promotion)
- Developed policy to standardize protocol for promotion
- Created subcommittees and provided oversight for articulating and documenting the language, procedures, and criteria for appointment, promotion, and retention of university wide faculty

- Developed policy to standardize protocol for promotion; Created subcommittees and provided oversight for articulating and documenting the language, procedures, and criteria for appointment, promotion, and retention of university wide faculty
- **Created and Chaired**, College of Arts and Sciences, Teaching Roundtable
- **Chaired** Tenure on Professional Standards Committee increased the efficiency and validity of decisions made on the committee and improved faculty performance.
- **Chief Administrator and Co-chaired** -Lynn University Development Profile (*LUDP*)*Experiential Learning to be a component of the Profile*
- Participated in development and fundraising efforts by writing a \$1.2 m endowment proposal.
- Enhanced community relations as liaison to the Torch Club of Boca Raton- awarded signature desk medal for public address on "Vituperative Language of the 2000 Political Campaign, Served on Board of Milagro Center, Delray Beach, Fl., and Saint Andrews School, Boca Raton, Fl.
- Enhanced University profile by participation in professional and scholarly activities and conference presentations

**Inaugural Chair Department of Communication Arts, 2002 - 2003**

Lynn University, Boca Raton, FL

**Inaugural Chair Department of Communication Arts**

- Founded and chaired new department in Communication Arts; Developed new curriculum; performed administrative duties to successfully vote program through University's Curriculum Committee into the University's curriculum, delineated academic coding system and level of courses; wrote program course descriptions.
- Advocated for, and was successful in, transferring new Communication Arts curriculum with its core faculty and students from the College of Arts and Sciences to the College of International Communication.
- Enhanced student academic performance by implementing systems of accountability in the new Communication Arts component in College of International Communication- many went on to the masters level in International/ Intercultural Communication
- Taught Intercultural Communication- Graduate and Undergraduate
- Taught Gender Communication; Communication Criticism and Analysis (newly developed upper level course, I composed).
- Served as Chief Administrator for Local Alternative of Cultural Academic Adventure- Experiential Learning
- Supervised central administration around local travel trips through communication with local hoteliers and package tours

**Assoc Professor College of International Communication, 2003-2007**

Lynn University, Boca Raton, FL

- Taught Intercultural and International Communication, Honors Public Speaking, and Mass Communication Theory to over one hundred graduate and undergraduate students per semester.
- Wrote Outcomes Assessment document for Communication Studies, assisted Department Chairs in reporting expected learning outcomes
- Member of the University's Constitution Committee; developed and directed the Student Recognition initiative

for the College of International Communication.

- Chaired and advised 8 Masters Theses in Mass Communication
- Advisor and Committee member for four additional Masters Theses
- Ph.D. Dissertation fourth Reader
- Ph.D. Dissertation Chair for Proposal Committee
- Developed a curriculum and maintained oversight for safety of traveling students, faculty and staff
- Ensured learning environment by holding faculty accountable for developed expected learning outcomes.
- Served as supporting Administrator for Cultural Academic Adventure -Study Abroad at Sea (Experiential Learning)

**Visiting Professor Intercultural Communication Theory and Speech Howard University**  
**Howard University, Washington, D.C.,** 1996-1997

Taught Graduate and Undergraduate students in Communication Theory

Intercultural Communication

University Service Responsibilities -Participated as Panelist, Teaching Portfolio Project, Department Human Communication Studies, Howard University, 1996 to 1997

**Assistant Professor**

**University of Maryland at College Park, MD,** 1991 - 1995

Assistant Professor, Department of Speech Communication

Developed curriculum for the Department in Study of New World Rhetorics of the Americas

Selected to participate in the Department's Administrative Committee

Taught Public speaking; taught Foundations of Rhetoric and Intercultural Communication to both graduate and undergraduate students

**Panelist**, Teaching Portfolio Project, College of Arts and Humanities, University of Maryland, 1994.

**Mentored** in the *Advice Five, Letters and Sciences*, program University of Maryland, 1991-94.

**Mentored** in Office of Multicultural Student Education (OMSE), University of Maryland, 1992-94

**Mentor**, McNair Scholastic Program, Academic Reinforcement, University of Maryland, 1992-94 Winner of the 1994 Mentor of the Year Award McNair Scholars program

**Advisor and Chair**, two Masters, one Ph.D., Speech Communication Department University of Maryland at College Park



*Member*, four Ph.D., five Masters Committees, Speech Communication Department, University of Maryland at College Park

*Member*, President's Commission on Women of Color, University of Maryland at College Park

#### Doctoral Student/Candidate

Howard University Washington D. C.,  
1986 - 1991

#### AWARDS

- **Achievement Award** Outstanding participation in Leadership Summit, **American InterContinental University**
- **Achievement Award**, Outstanding participation in The Teaching Roundtable **Howard University**, 1997
- **Mentor of the Year Award**, **University of Maryland at College Park**, 1994
- **Instructional Award**, **University of Maryland at College Park**, 1993
- **Organization of American States, Scholar**, 1986-1989
- **Scholarship Award**, **University of the West Indies**, 1984- and 1986
- **Graduate Scholarship Awards**, **Howard University** 1989,1990, 1991

#### PROFESSIONAL AFFILIATIONS

*Active Member*, Council of Colleges of Arts and Sciences (CCAS)- National Decanal body for sharing best practices-  
Appointed to serve on the Board for the 2002 term-was not able to serve)

*Member*, Liberal Arts Commission, Council of Colleges of Arts and Social Sciences (CCAS)

*Active Member*, World Wide Forum for Culture and Education-Rome, Italy

Active Member- ATINER- Association of International Education and Research, Athens, Greece

Advisor: College Student Retention Committee with emphasis on First Year Students' completion and graduation

#### Publications, Scholarly Activities, and Professional Experience

Key Note Speaker- 2011- "Straight to the Heart of the Matter: Citizenship, Connectivity and

Democracy; World Wide Forum on Culture and Education, Rome, Italy

Paper presented 2010' The Photo Speaks; Rhetoric in equalizing the tension of social power across gender and race in the film "Something New"-World Wide Forum on Culture and Education

Paper presented-2009- to World Wide Forum on Education and Culture: One step, two step, Three, step, Four: Leadership Higher Education across Gender, Colour, and Accented Speech, Rome, Italy-

Paper presented 2009 to AITNER- Association of International Education and Research- making the bridge the bridge between Advertising Industry and Education. Athens, Greece;

Publication-The Politics of Culture: *New imperatives for the study and practice of multicultural and global relationships in the public and private spheres in Educational Landscapes* Cambridge Press, UK. 2009

Paper presented- Towards a Theory of Post-Racial space: Pedagogies for the Intercultural Classroom", Oxford Roundtable, Oxford University, Oxford, UK. 2006

One step, Two step, Three, step, Four: Race, color, gender, and accented speech, in higher Education Rome, Italy, 2010

Editor, *Folklore Bulletin*, University of the West Indies, 1986

*Research Assistant*, University of West Indies, documented rhetoric of wit and wise-sayings in Caribbean proverbs, classified folklore genres, theory of culture and communication, University of the West Indies, 1984-1986.

#### SELECTED PRESENTATIONS, PAPERS, WORKSHOPS and CONFERENCE PARTICIPATION

*One Step, Two Step, Three Step, Four: Race, color, gender, and accented speech in Higher Education Administration. Paper presented to The Oxford Round Table, University of Oxford, UK, August 6-11, 2006*

*Attended United Nations Conference on World Indigenous Cultures and Populations, Geneva, Switzerland, July 18-21, 2005*

*The Cultural Identity of Blackness and Whiteness in the Public Sphere, a paper presented to the World Wide Forum on Culture and Education, Rome, Italy, 2004. (Published)*

"The New Knowledge Frontier: The Meaning of Cultural Competencies Across Global Parameters", Presented to the Council of Colleges of Arts and Sciences, 2001 Annual Meeting

Host/ Presider, Breakfast for Minority Deans, Council of Colleges of Arts and Sciences, 2001

*Howard Journal of Communication, Journal Reviewer*, 1991 to 2001

"The Politics of Culture: New imperatives for the study and practice of multicultural and global relationships in the public and private spheres". *Paper presented to second World Wide Forum on Education and Global Culture, John Cabot University, Rome, Italy 2003*

"The Alliances and Influence of the Islands with the Black Power Struggle," presented to the National Communication Association, November 2000.

"Fostering the Professional Development, Mentorship, and Retention of Non-tenure-Stream Faculty," presented to the Council of Colleges of Arts and Sciences Annual Meeting, Toronto, Canada, November, 2000.

"Faculty in the 21<sup>st</sup> Century: An Assessment of Technology and Globalization," presented to the Council of Colleges of Arts and Sciences Annual Meeting, Seattle, Washington, November, 1999.

Respondent, "Persuasion Ads and African Americans: Don't be Fooled by the Pretty Package," National Communication Association, November, 1999.

"Race, Gender and Politics in the Workplace: Women's Voices Charting New Courses," presented to the Florida Association of Women in Education, February 4, 1999.

Co-chair and panelist, "Anger in Schools," Safe Florida Safe Communities/Safe Schools Summit, Florida Atlantic University, April, 1998.

"*Voices of Diversity: Conversations on Culture, Conflict, and Communication*," Chair, Roundtable panel, Eastern Communication Association, Baltimore, April, 10-13, 1997.

"*Race as Strategy in the Culture of the Americas: A Rhetorical Critique of Lee Min Yun's "the Color of Fear."* Presented to the National Communication Association convention, San Diego, November, 1996.

"A Critical Analysis of Language and History in Selected Works of Bob Marley." Paper presented to 1996 International Conference of Caribbean Women Writers and Scholars, Florida International University, April 24-27, 1996.

"From Idea to Discourse: Images of Royalty and Divinity in the Rhetoric of Bob Marley." Paper presented to Caribbean Conference on the Legacy of Bob Marley,

University of the West Indies, Kingston, Jamaica, 1995.

"Intercultural Training and Diversity", Chair, Speech Communication Association, New Orleans, Louisiana, 1994.

"A Critical Analysis of nommo in Afrocentric Rhetoric," paper presented to Speech Communication Association, New Orleans, Louisiana, 1994.

"The Royal Principle in the Rhetoric of Bob Marley," paper presented to Speech Communication Association, New Orleans, Louisiana, 1993.

"Orature: Formative Years In Theory, Howard Journal of Communication, (unfinished minor revisions for publication), 1993.

"Towards a Method: The Criticism of Orature," paper presented to Speech Communication Association, Miami Beach, Florida, 1993.

"World View and Beyond: Identifying Cultural Differentiation and Accessing Intercultural Sensitivity," paper presented to Eastern Communication Association, New Haven, Connecticut, 1992.

*Orature": Towards A Theory of Human Communication,"* African American Rhetoric, A Reader, Kendall Hunt Publishing, Dubuque, Iowa (Book chapter), 1992

"Orature: Formative Years in Theory," paper presented to Eastern Communication Association, New Haven, Connecticut, 1992.

"A Response to the Rhetoric of Revitalization," respondent, Speech Communication Association, Atlanta, Georgia, 1991.

"The Dynamics of Kumina Communication," paper presented to Eastern Communication Association, Atlanta, Georgia, 1991.