

**KENTUCKY STATE UNIVERSITY**  
**Special Meeting of the Board of Regents**  
**10:00 a.m., March 11, 2016**  
**Cooperative Extension Building, Conference Room**  
**Frankfort, Kentucky**  
**Regent Karen Bearden, Presiding**

MINUTES

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**I. Call to Order:**

Chairperson Karen Bearden called the meeting of the Kentucky State University ("KSU" or the "University") Board of Regents (the "Board") to order on Friday, March 11, 2016, at 10:01 a.m.

**II. Opening Remarks:**

Chairperson Bearden welcomed the attendees to the Board meeting.

**III. Roll Call:**

Secretary Gordon Rowe conducted the roll call:

Regent Mindy Barfield	<i>Present</i>
Regent Karen Bearden	<i>Present</i>
Regent Elaine Farris	<i>Present</i>
Regent Diamond Gordon	<i>Present</i>
Regent David Guarnieri	<i>Present</i>
Regent LaVaughn Henry	<i>Present</i>
Regent Ekumene Lysonge	<i>Present</i>
Regent Elgie McFayden	<i>Present</i>
Regent Syamala H.K. Reddy	<i>Present</i>
Regent Charles Whitehead	<i>Present</i>
Regent Hettie Oldham	<i>Present</i>

Eleven Regents were in attendance and a quorum was established.

Regent Bearden stated at the beginning of the meeting that the principal purpose of the meeting was to discuss the Strategic Plan and that the meeting would not be adjourned until the Board had an acceptable Strategic Plan.

#### IV. Legislative and Budget Update:

##### Budget Update

Vice President for Business Affairs Gregory Rush gave the Budget Update. He reviewed the current year's budget and discussed the effect of the Governor's proposed cuts to higher education. He reported that the University had been on track to meet budget goals, in spite of lower enrollment, before Governor Bevin's proposed cuts. However, Mr. Rush stated that it would be very difficult to avoid a budget deficit without more cuts to the KSU budget if the Governor's proposed higher education budget reductions were approved by the state legislature.

A discussion ensued as to what steps were being taken to deal with potential budget cuts. Mr. Rush stated that, among other measures, President Burse has frozen all hiring and he is personally reviewing every expenditure. In response to a question regarding whether the University could draw money from its endowment to supplement the budget, Mr. Rush stated that it was unlikely such a move would be made during the remainder of the current fiscal year.

Mr. Rush stated that increased admissions could be an offset for the Governor's proposed budget cuts. A discussion was held as to how admissions could impact next year's bottom line. During the discussion, President Burse stated that his goal for Fall 2016 admissions is to bring in 600 new freshmen, not including transfer students. President Burse further stated that reaching that goal, along with goals for retention of current, non-graduating students, would significantly increase overall revenue.

President Burse also reported that Scannell & Kurtz is currently working with admissions through a program called TAG to help assist KSU in getting those 600 freshmen students. He said Scannell & Kurtz will help KSU in rebuilding its admissions infrastructure and training its employees in successful enrollment management techniques.

Regent Lysonge asked about the track record of Scannell & Kurtz. President Burse said that Scannell & Kurtz has driven enrollment increases at Western Kentucky University, Northern Kentucky University, University of Kentucky and University of Louisville and he is confident they can do the same at KSU.

Mr. Rush pointed out a correction to his Board Report. He stated that Investment Income on Statement of Revenue page is actually -\$46,000 not \$3,219,142. He said that this account was previously not reconciled as it should have been.

##### Legislative Update

President Burse reported that the state House of Representatives may offer some relief from Governor Bevin's proposed budget cuts. He stated that he has

explained the KSU story and its current transformation to the legislative leadership and he believes that they understand what KSU is trying to accomplish. He has met with the entire House leadership, the State Budget Director and the Governor. He stated KSU was being heard and was getting positive responses. President Burse stated he will continue to have dialogue with various government leaders.

President Burse also stated that the Governor had recently visited KSU and that the feedback from the Governor was very positive.

No action was taken in regard to the report.

**V. Equal Opportunity Policy:**

Vice President for Academic Affairs Lynda Brown-Wright and Assistant Vice President for Academic Affairs Deneia Thomas gave a report regarding the University's Equal Opportunity/Affirmative Action Plan. Dr. Thomas stated that the Plan in the Board Report book was presented to CPE January 25, 2016. There were four focus areas, Student Body Diversity, Student Success, Workforce Diversity, and Campus Climate.

In the area of student body diversity, Dr. Thomas reported that even though overall enrollment had declined over the last two years, KSU had experienced growth in the number of students enrolled from its Service areas. KSU has also retained a majority African-American student body.

A discussion was held in regard to the current diversity level among faculty and staff. Regent MacFayden stated that there are only 14 African-American teaching faculty. Regent Whitehead expressed concern that he does not believe that number has moved in more than 10 years. Regent Farris stated that faculty and staff should reflect the demographics of the student body.

Regent Bearden stated that the Board is not taking a policy position that only certain kinds of employees can teach or lead African-American or Kentucky students. She then stated that the Board is emphasizing the need for more diversity in faculty positions so that students can have the HBCU experience they expect, with at least some African-American faculty.

No action was taken in regard to the report.

## VI. **Strategic Plan:**

### Mission Statement

President Burse gave an overview of the Strategic Plan. He stated that the Mission Statement focuses on producing transformational societal leaders, who can contribute to a 21<sup>st</sup> century, global environment.

Regent Guarneri stated that one goal of the Strategic Plan should be that KSU's students become leaders in their communities and initiate transformational change in their communities.

### Vision Statement

President Burse stated that the University wants to be a top-tier, nationally ranked liberal arts university by 2025. He also said that the Strategic Plan emphasized the need to contribute to and impact the larger community.

Regent Bearden stated that the Vision Statement more closely matches what the Board wanted and she appreciated that.

### Values

President Burse explained that KSU will inspire its students. The values included in the Plan are designed to say what KSU stands for and where it is going as an institution. President Burse also discussed the four goals of the University: a) Maximize Student Success in an Inclusive and Diverse Environment, b) Build, Grow and Sustain Academic Programs of Distinction, c) Foster Strategic Partnerships and Outreach for Community Impact and d) Strengthen Organizational Infrastructure to Promote Optimal Efficiency. He stated that there are specific measurable objectives under each goal, which should promote achievement of those goals.

President Burse discussed each goal and the objectives under each goal:

#### **Goal 1: Maximize Student Success in an Inclusive and Diverse Environment**

**1.1** Recruit, Retain and Graduate a Diverse Student Body.

**1.2** Increase opportunities for students to Engage in Learning and Discovery, and achieve cultural competency.

**1.3** Achieve excellence in teaching and scholarly/creative activities.

-reduce time to degree from 6 years to 4 years

## **Goal 2: Build Grow and Sustain Academic Programs of Distinction**

- 2.1 Redesign the University's General Education Core to foster cross-disciplinary, experiential, and inquiry-based learning.
- 2.2 Create new and strengthen existing programs of distinction.
- 2.3 Develop a Cross-disciplinary, Common Freshman Project Experience.
- 2.4 Create Cross-disciplinary, Cross-functional Capstone Projects for Seniors.

## **Goal 3: Foster Strategic Partnerships and Outreach for Community Impact**

- 3.1 Develop Partnerships and Articulation Agreements with Public and Private Educational Institutions.
- 3.2 Promote Regional Economic and Entrepreneurial Development to Support Job Creation in the Commonwealth.

## **Goal 4: Strengthen Organizational Infrastructure to Promote Optimal Efficiency**

- 4.1 Support a work environment that empowers its members by providing training and opportunities for professional development that increase productivity by improving accountability. Introduce a system that encourages merit and outstanding performance.
- 4.2 Develop a flexible and accountable management plan to increase the University's transparency and shared governance.

Regent Bearden stated that KSU must create "pillar programs." She used the Education Department as an example and stated that the University has a long, tremendous history of producing good teachers that must be continued. President Burse stated that the Education Department is not at the level it should be but his intent is for every program on campus to have the opportunity to create cutting-edge, world-renowned programs.

A discussion ensued, during which Regent Farris and Regent Barfield stated that the Strategic Plan should guide the University in developing world-renowned programs.

Regent Reddy emphasized the needs of the Nursing Program. President Burse stated that KSU needs a new nursing facility and needs to add a BSN program to its offerings.

In regard to the Whitney Young program, President Burse stated that he would like to enhance the program and take it back to its roots as a leadership-focused program. He stressed that the Whitney Young program, along with all student education programs, must emphasize development of the whole student.

President Burse also mentioned that the Registry consultants will be on campus later in March. They will be working to restructure the academic processes at KSU and will begin with the evaluation of academic policies and programs.

A discussion was held in regard to how to measure achievement of goals and objectives for development of academic programs. President Burse stated that there will be real, measurable goals for each department and a responsibility for annual departmental reports. Regent Bearden suggested that the administration should look at how programs are accredited. She asked that all accreditations be reviewed to determine whether KSU is using the best accrediting bodies for all programs.

President Burse also discussed the Strategic Partnerships Goals. He stated that KSU needs more partnerships with other regional programs. KSU must also work on regional economic growth and entrepreneurial projects.

Regent Whitehead asked how KSU can ensure that the Strategic Plan is followed. President Burse stated that having measurable metrics, regular reports, annual evaluations, and accountability will create academic programs of distinction and create success stories.

Regent Guarneiri stated that everyone has to be invested in the Strategic Plan. He was impressed with the Strategic Plan but stated that everyone has to be committed to get it implemented. Those comments were echoed by Regent Bearden.

President Burse stated he will present the final version of the Strategic Plan at the Board's regular April meeting.

No action was taken in regard to the report.

VII. Adjournment

**Action: Chairperson Bearden called for a vote to adjourn. Regent Henry made a motion to adjourn. The motion was seconded by Regent Reddy and passed 11-0. Chairperson Bearden adjourned the meeting at 12:05 p.m.**

Submitted By:



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Gordon A. Rowe, Jr., Secretary  
Board of Regents  
Kentucky State University



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Karen W. Bearden, Chairperson  
Board of Regents  
Kentucky State University

Approved with no corrections

Approved with corrections