

**REPORT TO THE  
BOARD OF REGENTS**



**July 21-22, 2016**

**KENTUCKY STATE UNIVERSITY**  
**Regular Meeting of the Board of Regents**  
**9:00 a.m. – Thursday, July 21, 2016**  
**Marriott Griffin Gate – Lexington, KY**  
***Regent Karen W. Bearden, Presiding***

**A G E N D A**

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**OATH OF OFFICE FOR  
NEW BOARD MEMBERS**

Gordon Rowe, Secretary

*Derrick Gilmore – Staff Regent*  
*Ralph Williams – Student Regent*

- |   |                                      |
|---|--------------------------------------|
| <b>I. CALL TO ORDER:</b>                                    | Regent Karen Bearden, Chair          |
| <b>II. ROLL CALL:</b>                                       | Gordon Rowe, Secretary               |
| <b>III. OPENING REMARKS:</b>                                | Regent Bearden                       |
| <b>IV. AUDIT COMMITTEE</b><br><i>Audit Committee update</i> | Regent Mindy Barfield<br>Chairperson |
| <b>V. ADJOURN MEETING</b><br><i>Adjourn for Retreat</i>     | Regent Bearden                       |

**KENTUCKY STATE UNIVERSITY**  
**Regular Meeting of the Board of Regents**  
**11:00 a.m. – Friday, July 22, 2016**  
**Marriott Griffin Gate – Lexington, KY**  
**Regent Karen W. Bearden, Presiding**

**A G E N D A**

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- I. RECONVENE:** Regent Karen Bearden, Chair
- II. OPENING REMARKS:** Regent Bearden
- III. APPROVAL OF MINUTES:**

*Action Items: Approval of Minutes from the April 22, 2016 Executive Committee  
Approval of Minutes from the April 22, 2016 Board Meeting  
Approval of Minutes from the May 23, 2016 Executive Committee  
Approval of Minutes from the May 31, 2016 Special Called Meeting  
Approval of Minutes from the June 17, 2016 Special Called Meeting*

**IV. ELECTION OF BOARD OFFICERS**

*Action Item: Election of 2016-17 Board Officers*

**V. APPROVAL OF BOARD MEETING SCHEDULE:**

*Action Item: Approval of 2016-17 Quarterly Meeting Schedule*

**VI. COMMITTEE REPORTS:**

- A. Academic Affairs Committee: Regent Elaine Farris  
Academic Affairs Update

Action Item:

- B. Student Affairs Committee: Regent Ekumene Lysonge  
Student Affairs Update

- C. Business Affairs Committee: Regent LaVaughn Henry  
Business Affairs Update

*Action Item: Approval of Fee Changes 2016-17*

- D. External Relations and Development Committee: Regent Charles Whitehead

External Relations and Development  
Update

**VII. TECHNOLOGY UPDATE:** Wendy Dixie, Acting Chief  
Information Officer

**VIII. PRESIDENT'S REPORT:** Dr. Aaron Thompson  
Interim President

Action Item:

- Ratification and Approval of Appointment of Rick Smith, Interim Vice President for External Relations and Development

**IX. 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))

**X. OPEN SESSION:** Regent Bearden

**XI. CLOSING REMARKS:** Regent Bearden

**XII. ADJOURNMENT:**

**KENTUCKY STATE UNIVERSITY**  
**Board of Regents Executive Committee Meeting**  
**8:30 a.m., April 22, 2016**  
**Cooperative Extension Building**  
**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 Board of Regents (the "Board") Executive Committee to order on Friday, April 22, 2016, at 8:40 a.m.

**II. Opening Remarks:**

Chairperson Bearden welcomed the attendees to the Executive Committee meeting.

**III. Roll Call:**

Board 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 David Guarneri	<i>Present</i>
Regent LaVaughn Henry	<i>Absent</i>
Regent Ekumene Lysonge	<i>Absent</i>
Regent Charles Whitehead	<i>Present</i>

Five regents were in attendance and a quorum was established.

**IV. Approval of Minutes**

**Action: Regent Farris made a motion to approve the minutes from the December 19, 2016 Executive Committee meeting. The motion was seconded by Regent Whitehead. The motion passed on a vote of 5-0 and the minutes were approved.**

**Action: Regent Farris made a motion to approve the minutes from the March 11, 2016 Executive Committee meeting. The motion was seconded by Regent Whitehead. The motion passed on a vote of 5-0 and the minutes were approved.**

**V. Closed Session:**

**Action: Regent Barfield made a motion to go into closed session to discuss pending litigation, personnel matters and property acquisition, pursuant to K.R.S. 61.810 (Kentucky Open Meetings Act). The motion was seconded by Regent Farris at 8:49 a.m. The motion passed on a vote of 5-0, and the Committee went into closed session at that time.**

**VI. Open Session:**

The Executive Committee reconvened in open session at 9:58 a.m. Chairperson Bearden reported that the Executive Committee took no action in the closed session.

**VII. Adjournment:**

**Action: Chairperson Bearden called for a vote to adjourn the meeting. A motion to adjourn was made by Regent Barfield and seconded by Regent Farris. The motion passed on a vote of 5-0. Chairperson Bearden adjourned the meeting at 9:59 a.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, Executive Committee  
Kentucky State University

\_\_\_\_\_ Approved with no corrections

\_\_\_\_\_ Approved with corrections

**KENTUCKY STATE UNIVERSITY**  
**Regular Meeting of the Board of Regents**  
**10:00 a.m., April 22, 2016**  
**Cooperative Extension Building**  
**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, April 22, 2016, at 10:00 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>Absent</i>
Regent David Guarnieri	<i>Present</i>
Regent LaVaughn Henry	<i>Absent</i>
Regent Ekumene Lysonge	<i>Absent</i>
Regent Hettie Oldham	<i>Present</i>
Regent Elgie McFayden	<i>Present</i>
Regent Syamala H.K. Reddy	<i>Present</i>
Regent Charles Whitehead	<i>Present</i>

Eight Regents were in attendance and a quorum was established.

**IV. Approval of Minutes:**

**Action: Regent Whitehead made a motion to approve the minutes from the Board of Regents meeting held on January 21, 2016. The motion was seconded by Regent Farris. The motion passed 8-0.**

**Action: Regent Whitehead made a motion to approve the minutes from the Board of Regents meeting held on March 11, 2016. The motion was seconded by Regent Farris. The motion passed 8-0.**

**V. Committee Reports:**

*Academic Affairs Committee Report:*

Regent Farris reported that the Academic Affairs Committee met on the previous day. She reported to the Board that, during the meeting, Dr. Lynda Brown-Wright and Dr. Erin Wheeler discussed current developments in Academic Affairs. Dr. Wheeler reported to the committee that the UNV curriculum was revised to include a more service-oriented approach. Dr. Wheeler also discussed plans to use new software during Fall Semester 2016 to help faculty record and report student attendance.

The committee also discussed problems with advising students. Dr. Wheeler stated that, going forward, faculty members will get more training on advising and advising liaisons will be appointed in the Fall Semester. Those liaisons will report to Dr. Wheeler. She also said that junior audits are now being done, along with senior checkpoints to better track students' credits toward graduation.

Regent Farris reported that the 2015-16 Catalog has been prepared and is online, with curriculum ladders.

Regent Farris also reported that the Kentucky Board of Nursing approved KSU's proposal to add a Bachelor of Science in Nursing ("BSN") degree program. That recommendation now goes to CPE for review and approval.

She also reported that searches for new faculty members failed in many areas due to a lack of transformational candidates in the pool. Additional candidates will be interviewed in the coming weeks. All endowed chair searches failed.

The committee had a robust discussion about cohorts. During that discussion, President Burse stated that KSU is behind in terms of tracking cohorts but is pushing efforts to improve graduation rates in cohorts. President Burse stated that he is working on a plan of action and will present his plan to the Board at the next regular Board meeting. President Burse stated that KSU is likely to see its graduation rate decline in the next two years.

In regard to Commencement, President Burse also reported that some students had requested that they be allowed to walk across the stage at commencement even if they had not fully met their graduation requirements. President Burse had not authorized any such action. The committee members agreed with President Burse and were united in stating that students who had not fulfilled all graduation requirements would not be allowed to walk across the stage at Commencement.

President Burse stated that he was not satisfied with the post-tenure review process. Twenty-four faculty members were up for review. Twenty-two of those faculty members were rated "Exceeds Standards." President Burse did not believe these reviews could be accurate in light of student success rates and current graduation rates. The post-tenure review process will be reviewed by the Registry. The committee was also informed that the Faculty Handbook is being updated. Faculty contracts have been updated to include more specific responsibilities with more details.

Through February 2016, forty-six new grant awards were received through the Office of Sponsored Programs.

The committee received a report on midterm grades comparing Spring Semester 2015 grades with Spring Semester 2016 grades. The committee reviewed the information presented but also requested a report comparing midterm grades to final grades so that the committee members could review students' progress during a semester.

In regard to minimizing costs for students, KSU is looking at a proposal to use e-books instead of paper books for all classes beginning in Fall Semester 2016. The flat fee for each student to access e-books is expected to be from \$180-\$200. President Burse will continue to research and analyze this proposal.

Two action items were brought before the committee: the conferral of degrees for Spring Semester 2016 and Professor Emeritus status for George Shields. The committee recommended that the full Board approve the conferral of degrees on all students who have satisfied the requirements for graduation and bestow Professor Emeritus Status upon Dr. George Shields.

**Action Item: Motion was made by Regent Farris, on behalf of the Academic Affairs Committee, to approve and ratify the Conferral of Degrees for the Spring 2016 graduation (there was no second required since the motion was brought on behalf of the committee). The motion passed 8-0.**

**Action Item: Motion was made by Regent Farris, on behalf of the Academic Affairs Committee, to approve the status of George Shields as Emeritus Faculty at the rank of Professor (there was no second required since the motion was brought on behalf of the committee). The motion passed 8-0.**

*Student Affairs Committee Report:*

Chairperson Bearden summarized the Student Affairs Committee meeting. She reported that Carmella Connor and Dr. Erin Wheeler of the KSU Enrollment Management Committee and Stephanie Sanders of Ruffalo Noel Levitz ("RNL") provided information to the committee in regard to current enrollment and plans

for increasing enrollment for Fall Semester 2016. The Enrollment Management Team reported to the committee that, as of the date of the meeting, the student headcount was 1,707. The committee engaged in discussions regarding KSU's enrollment management strategy. Ms. Sanders discussed the services provided by RNL, including marketing communication and analysis, retention analysis, web strategy, student satisfaction inventory, priority surveys for online learners, and development of recruiting strategies. The committee engaged in a robust discussion regarding Fall Semester 2016 recruiting strategies and enrollment goals.

Dionna McDonald and Francene Gilmer presented the Housing Report to the Student Affairs Committee. Ms. McDonald reported that housing strategies have been prepared for Fall Semester 2016 to handle the housing needs of students at any enrollment level. The committee received a detailed list of student life activities, programs and services planned for the 2016-2017 academic year. Ms. Gilmer reported to the committee that in May 2016, she would provide a detailed plan for the reorganization and planned programming for the Placement Office for the 2016-2017 academic year. She also reported that the Student Handbook was being revised.

No action was taken in regard to the Student Affairs Committee Report.

*Business Affairs Committee Report:*

Regent Guarneri summarized the Business Affairs Committee meeting, which was held on the previous day. He stated that the committee discussed the implementation of a non-refundable \$150 enrollment deposit. The fee will not be waivable. The \$35 application fee, which was often waived for students, will be eliminated.

Regent Guarneiri also reported on debt collection and accounts receivable. As of the date of the meeting, 711 accounts were outstanding, totaling \$4.47 million dollars. The outstanding accounts have been placed with four separate collection agencies, including the Kentucky Department of Revenue.

The committee received a report from the Office of Human Resources ("OHR"). OHR is undergoing a six-month plan for improvements. The committee also received a report on the recent data breach at KSU and the actions of the University administration to protect the University's W-2 employees affected by the data breach.

The committee reviewed current financial statements. Vice President for Business Affairs Greg Rush reported to the committee that the cuts proposed by Governor Bevin were restored. The University's budget is very tight but due to internal cuts by the administration, KSU was still on track to have a balanced budget for the fiscal year.

**Action Item: Motion was made by Regent Guarneiri on behalf the Business Affairs Committee (there was no second required since the motion was brought on behalf of the committee) to approve the \$150 enrollment deposit for incoming new students and transfer students for Fall 2016. The motion passed 8-0.**

No other action was taken in regard to Business Affairs Committee Report.

*Audit Committee Report:*

Regent Mindy Barfield reported on the Audit Committee meeting, which was held on April 21, 2016. She stated that the final report of external auditors Dean Dorton Allen Ford, LLP had been submitted and was being reviewed by KSU. Ingram Quick, KSU's Internal Auditor, reported that the external audit showed a deficiency in regard to the retention of documentation on information and direction given to students in regard to Perkins loans. Corrective action has been taken to make sure that appropriate documentation is maintained in the future.

There were four principal findings from the audit report. Mr. Quick has evaluated the University's efforts in correcting the four deficiencies and found that in three of those areas necessary corrective actions have been taken. Work remains to be done only in the area of the Perkins loan documentation. Mr. Quick will provide additional information at the next committee meeting as to the corrective action being taken in regard to the Perkins loan issues. Mr. Quick also reported to the Audit Committee on his internal audit of the Bursar's office. He has already observed corrective action being taken in regard to his findings, including cash management policies and procedures.

**Action Item: Motion was made by Regent Barfield, on behalf of the Audit Committee, to accept and approve the A133 financial audit (due to the fact that the motion was made on behalf of the committee, no second was required). The motion passed on a vote of 8-0.**

No other action was taken in regard to the report of the Audit Committee.

*External Relations and Development Committee:*

Regent Guarneri gave the report of the External Relations and Development Committee.

**Action Item: Motion was made by Regent Barfield to approve the minutes from the January 2016 meeting of the committee and the motion was seconded by Regent Farris. The motion passed on a vote of 8-0.**

Regent Guarneiri reported that Global Advancement has begun its work for the University to make an external assessment of perspectives on the University.

Todd Horstmeyer, Assistant to the President for External Relations, reported to the committee that the street banner project to commemorate the KSU 130<sup>th</sup> Anniversary was almost complete. Banners will be hung on MLK drive with the KSU logo and the 130<sup>th</sup> Anniversary logo. Banners will also be hung in other areas in the City of Frankfort. He also reported that the facelift of the Jordan building was on track to be completed before Commencement.

The committee also received a report on its investment portfolio from Fifth Third Bank. The University's endowment has experienced positive growth in the value of its investments. Some investment losses that were suffered in the previous quarter were recovered due to value increases in the stock market. At the request of several Board members, Fifth Third Bank agreed to provide investment information at least five days before the next committee meeting. Regent McFayden emphasized the need for Fifth Third Bank to provide the reports in a timely manner.

No other action was taken in regard to the External Relations and Development Committee Report.

## **VI. Information Technology**

Interim Chief Information Officer Wendy Dixie and Oracle Project Manager N'Namdi Paskins gave the Information Technology report to the Board. Ms. Dixie reported that the contract with ERP Analysts was signed on February 19 and that ERP Analysts and its principal subcontractor, Advantum, have begun working. Mr. Paskins reported that the onboarding phase of the project has begun. Advantum currently has approximately 11 employees on campus. That number is expected to grow to 19 as the project continues. Governance documents are currently being reviewed by the KSU Executive Team, including the Governance Plan and the RAID log. At this time, the project is on schedule.

Mr. Paskins reported that the KSU Executive Team will produce an online dashboard to allow Board members to review the progress of the implementation project.

He also reported that Advantum contractors are currently meeting with KSU Process Leads in each department to learn more about KSU business processes which will make the implementation more effective.

Mr. Paskins and Ms. Dixie reported that KSU employees will have to be certified before they can use the Oracle system.

Ms. Dixie also reported that Advantum will develop a cutover plan to make sure that the transition to Oracle is as smooth as possible. At the initial stage of the transition, both Banner and Oracle will be running. Advantum will provide

training to KSU employees on how to run the Oracle system and employees will be tested on their knowledge before they can begin using Oracle.

No action was taken in regard to the Information Technology Report.

## **VII. Strategic Planning Process:**

President Burse gave an update on the Strategic Plan. He provided copies of the latest draft to all Board members.

He gave particular attention to Goal 1, Objective 1.3 regarding student leadership. In response to the Board's concerns from the last meeting that KSU focus on developing leadership skills in its students, the President updated this Goal with several items to help KSU students develop leadership skills. He asked that the Board review this Goal and the remainder of the Strategic Plan.

President Burse presented Dr. Kirk Pomper to the Board to discuss a special flower developed by Agricultural Department to highlight KSU's 130<sup>th</sup> Anniversary. Dr. Pomper stated that sunflowers will be the signature plants for the 130<sup>th</sup> anniversary. The sunflower was chosen primarily because the sunflower features KSU's colors and is very diverse. Dr. Pomper presented 20 different sunflowers for the Board to review and described the planned presentation of the sunflowers on campus.

Dr. Pomper also discussed the possibility of selling sunflowers for commercial purposes. Regent Whitehead inquired as to whether pawpaw plants could be further commercialized. Dr. Pomper stated that this is something that his department has been working on. There are issues to be worked out in terms of dealing with local farmers and finding ways to commercialize the plants.

No action was taken in regard to the Strategic Plan Report.

## **VIII. President's Report**

President Burse reported that there will be no cuts to University funding for the 2016-18 Biennium. He also reported that KSU was exempted from performance funding for the next biennium. However, the Kentucky Legislature has mandated that KSU establish standards for improvement in retention and graduation and present an annual report to CPE on its progress. President Burse said that the University has already begun to set out measurable metrics for reporting to CPE and the Legislature.

Regent Guarnieri asked the President about the consequences of not meeting the goals. President Burse stated that the Strategic Plan outlines goals that will show the necessary progress. He also stated that the Strategic Plan is aligned with the goals set for KSU by CPE, which should also help the University meet

the goals that may be set out by the Legislature. He acknowledged that there could be serious consequences if goals are not met.

President Burse also stated that the budget allocation to KSU includes a 100% match for Land Grant programs. This was a major infusion into the program and marked the first time in years that the Legislature had provided for a 100% match. President Burse stated that Land Grant touches almost every county in Kentucky and helps small and minority farmers across the state. President Burse also announced that KSU is doing aquaculture in abandoned mines in Eastern Kentucky.

Discussion ensued as to whether the University has enough grant accountants to protect money and ensure that proper protocols are followed. President Burse stated that he expects more grant accountants to be hired through Land Grant, as well as a compliance officer to make sure that all money is properly spent.

President Burse stated that three capital projects were approved by the Legislature. Funds were approved for renovation and expansion of Atwood. Although there was no appropriation for a new Nursing building, President Burse stated that he believes he can eventually find money for a new building. The Legislature authorized the University to spend money for the building if the University can find the funding. The Legislature also reauthorized KSU's IT program expansion.

President Burse announced that the July 21-22 Board meeting may be a retreat for the Board instead of a regular meeting.

President Burse reminded the Board members that Commencement shall occur on Saturday, May 14.

President Burse concluded by stating that he would present to Board members a charge for the termination and removal of a faculty member at the end of the Board meeting. No discussion of the charge was held in the open meeting.

## **IX. Closed Session**

**Action: Regent Reddy made a motion to go into closed session to discuss personnel matters, pending litigation, and property acquisition pursuant to K.R.S. 61.810 (Kentucky Open Meetings Act). The motion was seconded by Regent Farris at 11:01 a.m. The motion passed 8-0, and the Board went into closed session at that time.**

No action was taken by the Board in closed session.

**X. Open Session**

The Board reconvened in open session at 11:37 a.m. Chairperson Bearden reported that the Board took no action in the closed session.

**XI. Adjournment**

**Action: Chairperson Bearden called for a vote to adjourn. Regent McFayden made a motion to adjourn the meeting. The motion was seconded by Regent Reddy. The motion passed 8-0. Chairperson Bearden adjourned the meeting at 11:38 a.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

**KENTUCKY STATE UNIVERSITY**  
**Board of Regents Executive Committee Meeting**  
**9:30 a.m., May 23, 2016**  
**Julian Carroll Academic Services Building, Board 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 Board of Regents (the "Board") Executive Committee (the "Committee") to order on Monday, May 23, 2016, at 9:30 a.m.

**II. Opening Remarks:**

Chairperson Bearden welcomed the attendees to the Committee meeting.

**III. Roll Call:**

President Burse conducted the roll call:

Regent Mindy Barfield	<i>Present</i>
Regent Karen Bearden	<i>Present</i>
Regent Elaine Farris	<i>Present</i>
Regent David Guarnieri	<i>Present</i>
Regent LaVaughn Henry	<i>Absent</i>
Regent Ekumene Lysonge	<i>Present</i>
Regent Charles Whitehead	<i>Present</i>

Six regents were in attendance and a quorum was established.

**IV. Closed Session:**

**Action: A motion was made to go into closed session to discuss pending litigation, personnel matters and property acquisition. The motion was seconded at 9:31 a.m. The motion passed on a vote of 6-0, and the Committee went into closed session at that time.**

V. **Open Session:**

The Committee reconvened in open session. Chairperson Bearden reported that the Executive Committee took no action in the closed session. She also announced that President Raymond Burse had tendered his resignation to the Executive Committee.

**Action: A motion was made by Regent Farris to accept President Burse's resignation. The motion was seconded by Regent Lysonge. The motion passed unanimously.**

VI. **Adjournment:**

**Action: Chairperson Bearden called for a vote to adjourn. Motion to adjourn was made and seconded. The motion passed unanimously. Chairperson Bearden adjourned the meeting.**

Submitted By:

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

\_\_\_\_\_  
Karen W. Bearden, Chairperson  
Board of Regents, Executive Committee  
Kentucky State University

\_\_\_\_\_ Approved with no corrections

\_\_\_\_\_ Approved with corrections

**KENTUCKY STATE UNIVERSITY**  
**Special Meeting of the Board of Regents**  
**9:00 a.m., May 31, 2016**  
**Julian Carroll Academic Services Building**  
**Frankfort, Kentucky**  
**Regent Karen Bearden, Presiding**

MINUTES  
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**I. Call to Order:**

Chairperson Karen Bearden called the Special Meeting of the Kentucky State University (“KSU” or the “University”) Board of Regents (the “Board”) to order on Tuesday, May 31, 2016, at 9:00 a.m.

**II. Opening Remarks:**

Chairperson Bearden welcomed the attendees to the Board meeting.

**III. Roll Call:**

Chairperson Bearden 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>Absent</i>
Regent David Guarnieri	<i>Present</i>
Regent LaVaughn Henry	<i>Absent</i>
Regent Ekumene Lysonge	<i>Present</i>
Regent Hettie Oldham	<i>Present</i>
Regent Elgie McFayden	<i>Present</i>
Regent Syamala H.K. Reddy	<i>Absent</i>
Regent Charles Whitehead	<i>Present</i>

Eight Regents were in attendance and a quorum was established.

**IV. Closed Session:**

**Action Item: Regent Oldham made a motion to go into closed session to discuss personnel matters, pursuant to KRS 61.180. The motion was seconded by Regent McFayden. The motion passed on a vote of 8-0 and the Board went into closed session at 9:02 a.m.**

## V. Open Session

The Board returned to open session at 10:30 a.m. after discussion of personnel matters in closed session.

**Action Item: Regent McFayden made a motion to hire Dr. Aaron Thompson, Executive Vice President of CPE, as the University's Interim President. Regent Farris seconded the motion. The motion passed on a vote of 8-0 and Dr. Aaron Thompson was named as KSU's Interim President.**

Chairperson Bearden announced that a Presidential Search Committee would be formed to choose the next President of KSU. She also named the members of the committee:

- Regent E.M. Lysonge, General Counsel for Café Press, who shall serve as Chairperson of the committee;
- Regent Mindy Barfield, partner in the litigation department at Dinsmore and Shohl law firm; Board of Trustees at Transylvania University; Board of Governors, Kentucky Bar Association;
- Houston Barber, Superintendent, Frankfort Independent Schools; Frankfort native; former principal, Jefferson County Public Schools;
- Retired Circuit Court Judge Hubert Grimes; KSU graduate; Director, Center for Law and Social Justice at Bethune Cookman University;
- Venita Hawkins, President, KSU National Alumni Association; Fiscal Review Specialist for Fairfax County, Va., where she manages a budget of more than \$25 million;
- Faculty Regent Dr. Elgie McFayden, Associate Professor, College of Professional Studies, School of Public Administration, Social Work and Criminal Justice;
- Staff Regent Hettie Oldham, Archives Assistant for Academic Affairs and the Library; KSU graduate;
- William May, Mayor of Frankfort, graduate of Frankfort High School and Kentucky State University;
- Ralph Williams, newly elected SGA President; Business Administration major; Served in 2015 on the White House Initiative on HBCUs as KSU's student ambassador; and
- Karen Bearden, Board of Regents chairperson, ex-officio member.
- Staff Liaison to the search committee shall be Christina Leath, J.D.

VI. Adjournment

**Action: Chairperson Bearden called for a vote to adjourn. Regent Whitehead made a motion to adjourn the meeting. The motion was seconded by Regent McFayden. The motion passed 8-0. Chairperson Bearden adjourned the meeting at 10:32 a.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

**KENTUCKY STATE UNIVERSITY**  
**Special Meeting of the Board of Regents**  
**9:00 a.m., June 17, 2016**  
**Julian Carroll Academic Services Building**  
**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, June 17, 2016, at 9:00 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>Absent</i>
Regent David Guarnieri	<i>Present</i>
Regent LaVaughn Henry	<i>Present</i>
Regent Ekumene Lysonge	<i>Present</i>
Regent Hettie Oldham	<i>Present</i>
Regent Elgie McFayden	<i>Present</i>
Regent Syamala H.K. Reddy	<i>Present</i>
Regent Charles Whitehead	<i>Present</i>

Ten Regents were in attendance and a quorum was established.

**IV. Budget:**

Chairperson Bearden turned the meeting over to Interim President Aaron Thompson to present the budget.

President Thompson presented the budget to the Board and stated that the budget is balanced. Overall expenditures are \$2.2 million less than last year’s

budget. He also stated that the University's budget is based on conservative enrollment growth figures.

Chairperson Bearden recognized Regent McFayden. He commented that an aggressive grant strategy would also help to increase revenue. Regent Whitehead stated that the University needs a more aggressive fundraising strategy. President Thompson stated that he is taking steps to increase donations to the University.

Tuition will increase modestly for the next year, 0.57% for resident students, and 3.67% for non-resident students. Book costs will be decreased due to the use of electronic textbooks. Each undergraduate student will pay \$195 for full access to electronic textbooks. Paper books will be available for students who cannot access the electronic textbooks. However, every reasonable effort will be made by the University to provide access to the electronic textbooks.

Regent Barfield asked about the tuition discount rate compared to sister institutions. President Thompson stated that KSU's discount rate is higher than most institutions but he is working to decrease that rate.

Regent Oldham asked whether the electronic book rate would apply to graduate students. President Thompson responded that electronic books will be available to graduate students but no final decision has been made in regard to graduate the student course materials.

A discussion ensued as to the UNV program and its effectiveness. Dr. Thompson stated that he intends to redirect the UNV program. He emphasized that strengthening this program could have a huge impact on retention and graduation rates.

President Thompson also stated that he intends in the near future to bring the Board a restructuring plan that will use available resources strategically to improve enrollment management and career planning.

Regent Guarnieri inquired as to how the University budget was reduced by \$2.2 million. President Thompson stated that most of the savings came from retirements of faculty and other personnel that have not been replaced and savings on health insurance costs. A discussion ensued as to whether the proposed budget would negatively affect cash flow. Vice President for Business Affairs Gregory Rush responded that it would not. He also stated that in the future there will be improvements in accounting procedures so that there are fewer discrepancies between financial statements given to the Board and audited financial statements done by external auditors.

A discussion ensued as to effect of enrollment on the University's budget. President Thompson stated that the budget is conservative. Mr. Rush stated that

improvements in retention will strengthen the budget. Dr. Erin Wheeler and her team are actively tracking the 2014 and 2015 cohorts to make sure that those students stay enrolled. He sees the potential to increase the retention rate to 70% from 60%. He also stated that KSU should be able to bring in more new freshmen and transfers than last year but remarked that last year's data may not provide a reliable comparison. Questions were asked by Board members about the number of total employees and whether KSU had adequate personnel resources. President Thompson said that the total employee count is statistically flat. Mr. Rush also provided more information on employee counts for the Board. He stated that he believes he does not have sufficient staff to fill all necessary positions in Business Affairs. He is working on hiring new staff that can improve the quality of work in business affairs.

Mr. Rush reviewed the 2016-17 budget for the Board and highlighted specific areas. He emphasized that there were no housing or board fee increases from last year. In regard to expenses, he stated that fixed costs have increased primarily in the area of retirement contributions. Health care contributions have decreased in terms of employer contributions.

Discussion ensued regarding student activity fees. Regent Whitehead asked how various student fees were to be used and what each student gets for those fees. Mr. Rush explained the purpose behind various fees charged to students. President Thompson stated that Student Affairs will be strengthening its efforts to provide relevant educational programming in its student activities so that students get more value for their student fees.

In regard to Homecoming, Chairperson Bearden emphasized that Homecoming must be controlled by University professional staff, not students or others. President Thompson and Mr. Rush communicated that after last year's Homecoming, KSU administration has put internal controls in place to make sure that administrative professionals have control over the process, including spending.

Mr. Rush noted that page 23 of the budget was misnumbered and should actually be page 13. From that point on, the pages of the budget correspond to the renumbering of page 13 to page 23.

Regent Whitehead and Regent Henry both remarked that KSU needs to work with more corporations to market products unique to KSU in order to increase revenue. President Thompson stated that he would take action to improve entrepreneurial and development activities for KSU.

Regent Farris asked about the \$0 balance in the University Contingency fund. President Thompson said that he intends to increase the amount in this fund. Mr. Rush also stated that there are other budget lines from which he can pull contingency funds. He believes that current staff vacancies will provide additional

funds from which he can draw contingency funds, if necessary. In an emergency, KSU could also draw on its Fund Balance, but that would be a last resort.

**Action: Regent Reddy made a motion to approve the proposed budget and all related resolutions for the 2016-2017 academic/budget year. The motion was seconded by Regent McFayden. The motion passed 10-0.**

**Action: Regent Barfield amended the motion to explicitly include the proposed Housing and Board Schedule and Tuition and Fee Schedule in the motion for budget approval. Regent McFayden seconded the motion. The motion passed 10-0.**

**V. President's Report**

President Thompson stated that he appreciated the Board's thorough review and approval of the budget. He also stated that, although he only has an interim term, he intends to be dynamic and contribute to the development of the University. He stated that he intends to present a restructuring plan for Academic Affairs to the Board at its regular meeting in July.

**VI. Adjournment**

**Action: Chairperson Bearden called for a vote to adjourn. Regent Farris made a motion to adjourn the meeting. The motion was seconded by Regent McFayden. The motion passed 10-0. Chairperson Bearden adjourned the meeting.**

Submitted By:

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

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

\_\_\_\_\_ Approved with no corrections

\_\_\_\_\_ Approved with corrections

# Kentucky State University

Board of Regents Meeting

**Academic Affairs Committee**

July 21, 2016

**Regent Elaine Farris, Chairperson**

**Regent Mindy Barfield**

**Regent Elgie McFayden**

**Regent Syamala Reddy**

**Regent Diamond Gordon**

**Candice Love Jackson, Ph.D.**  
**Acting Vice President for Academic Affairs, Staff**

**KENTUCKY STATE UNIVERSITY**  
**Regular Meeting of the Board of Regents**  
**Academic Affairs Committee**  
**July 21, 2016**  
**Griffin Gate Marriot Resort and Spa**  
**Lexington, Kentucky**

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**KENTUCKY STATE UNIVERSITY**  
**Regular Meeting of the Board of Regents**  
**Academic Affairs Committee**  
**July 21, 2016**  
**5:00 pm to 6:00 pm**  
**Griffin Gate Marriot Resort and Spa**  
**Lexington, Kentucky**

**AGENDA**

- |             |                                  |   |
|-------------|----------------------------------|---|
| <b>I.</b>   | <b>CALL TO ORDER:</b>            | <b>Regent Elaine Farris,<br/>Chairperson</b>                                    |
| <b>II.</b>  | <b>ROLL CALL:</b>                | <b>Candice Love Jackson,<br/>Acting Vice President for<br/>Academic Affairs</b> |
| <b>III.</b> | <b>OPENING REMARKS:</b>          | <b>Regent Farris</b>  |
| <b>IV.</b>  | <b>APPROVAL OF MINUTES:</b>      | <b>Regent Farris</b>  |
| <b>V.</b>   | <b>EXECUTIVE SUMMARY REPORT:</b> | <b>Candice Love Jackson</b>   |
| <b>VI.</b>  | <b>ADJOURNMENT:</b>              | <b>Regent Farris</b>  |

**KENTUCKY STATE UNIVERSITY**  
**Regular Meeting of the Board of Regents**  
**Academic Affairs Committee**  
**April 21, 2016**  
**10:00 a.m. to 12:00 p.m.**  
**Cooperative Extension Building, Conference Room**  
**Frankfort, Kentucky**

**MINUTES**

\*\*\*\*\*

Regent Elaine Farris, Chairperson, called the Academic Affairs Committee meeting of the Kentucky State University Board of Regents to order at 10:00 a.m. on April 21, 2016. Regent Farris asked the secretary to call roll:

Elaine Farris	Present	Syamala Reddy	Not Present
Mindy Barfield	Present	Diamond Gordon	Present
Elgie McFayden	Present		

A quorum was declared.

**Approval of Minutes**

Minutes of the January 21, 2016, meeting were approved. Motion was made by Regent Barfield and seconded by Regent McFayden.

**Vice President's Report**

Dr. Lynda Brown-Wright began the meeting by giving an update to the inquiries that were made at the January 21, 2016, Board of Regents meeting. Dr. Brown-Wright stated that curriculum changes would include more service learning to engage students in more meaningful ways. The University will align major classes with experiential learning activities that will be more beneficial to the students. More focus will also be on students in the sophomore year. Also, one dedicated instructor will teach all UNV classes and organize service learning activities to ensure that students are more connected to the community as well as the institution.

Questions were asked about students failing grades and if the failures were due to absenteeism. Dr. Brown-Wright stated we had not correlated attendance to grades but we are working on improving student attendance. Dr. Wheeler and Student Success, with commitments from the Faculty Senate, are working to implement an attendance software in the fall. This software will be aligned with the attendance policy, and faculty will be able to submit attendance and performance reports. Once the software is in place, we will be able to gather better data to improve attendance.

Dr. Brown-Wright also stated that more attention was being focused on advising students properly. More training is needed to ensure faculty knew how to properly advise all students from first year, transfer, and upper-level classmen. Dr. Candice Jackson updated the committee on new procedures to advise students toward graduation. Junior audits began this semester so that students can prepare for classes and timely graduation to create more focus on completion in four years. The *University Catalogue* is on-line so students can view it. Curriculum ladders have been created as well as a degree audit checklist sheet designed with general education courses on one side and major course requirements on the other. Advising and Retention Liaisons, who report directly to Dr. Wheeler, will assist in improving advising and assisting faculty with any advising issues they may have in a timely manner.

Dr. Brown-Wright gave a follow-up on the proposal to the Kentucky Board of Nursing to develop a BSN program at Kentucky State University. The proposal was approved by the KBN on April 7, 2016, and has been sent to CPE for their review and approval.

Dr. Brown-Wright gave an update on the Faculty/Chair searches. Skype interviews had been completed for some positions and two candidates were coming to campus for interviews next week. All Endowed Chair searches failed and more attention is being put into intentional recruiting of diverse candidates.

Dr. Candice Jackson gave an update on the Cohorts. Questions were asked on what was being done to improve graduation rates from these cohorts. President Burse stated that engagement had not been at the level it has been in the last 13 months. We are behind and graduation rates will drop over the next two years. We still have time to improve the graduation rate. We are working on creative ideas to get students back to graduate. President Burse agreed to get the plan of action to the Board of Regents for their review and stated tracking of the cohorts is reported in the weekly Cabinet meetings.

President Burse also stated that there will be no allowing students who have not completed all requirements for graduation to walk at commencement. Rules and processes have been put in place to ensure that all grades are turned in on time and the registrar will certify that the list is correct and accurate as to who is graduating.

Dr. Brown-Wright gave a review of the Post Tenure Review. Twenty-four faculty were up for review. President Burse stated that he was not happy with the post tenure review process and has asked the Registry to look into the process and assist with redefining our standards. Twenty-two of the twenty-four faculty members evaluated were rated as "exceeds expectations." Were this the case, more students would be graduating. Annual reviews need to be redefined and *Faculty Handbook* is being updated.

Dr. Brown-Wright explained the changes to the faculty contract that included more specific duties with which to hold faculty members accountable when not meeting expectations.

Dr. Wheeler gave an update on the Academic Support Plan. The two primary goals are retention and graduation. Dr. Wheeler is working with ACE and CAPS to define the roles and responsibilities within the process so that information is received by the appropriate function within student support. A discussion was held on internal marketing and branding of services offered by student support at Kentucky State University.

Dr. Brown-Wright updated the committee on Sponsored Programs. During FY 2016, forty-one proposals have been submitted. Of the 41 proposals submitted, 38% were classified as research, 25% were classified as public service, and 16% were classified as Student Services. Through February 2016, 46 new awards were received and activated through Office of Sponsored Projects.

Regent Farris requested that at next board meeting the Mid-Term Grade Overview comparison be from Spring 2016 mid-term grades and final grades from same students in same classes. This will give a more accurate comparison of how students are really doing.

**ACTION ITEM:**

**A motion was made to confer the appropriate degrees upon students who have completed degree requirements and are eligible to graduate on May 14, 2016, by Regent McFayden and seconded by Regent Bearden. The motion passed unanimously.**

**A motion for approval to award Faculty Emeriti status to George Shields was made by Regent McFayden and seconded by Regent Gordon. The motion passed unanimously.**

President Burse stated that in looking into class attendance and found that most students do not buy textbooks. How can you be successful if you do not have the book or books for the class? A textbook company has presented a proposal that ensures that all students will have all books for their classes on the first day of class for a nominal fee. If we are successful, this will allow us to address our students' needs in both managing the rising costs of textbooks and their learning environment from the first day of class. Though this is at the development stage, the Faculty Senate is excited about the prospect of the prepared student.

Regent Farris asked to know Kentucky State University's Academic Inventory. President Burse stated Kentucky State University offers two Associate degree programs, twenty-eight Baccalaureate degree programs, eight Master's programs, and one Doctorial program. We now qualify for the Work Ready Scholarship.

**Adjournment**

Motion for adjournment of the Academic Affairs Committee meeting was made by Regent Bearden and seconded by Regent Barfield. The meeting was adjourned at 11:41 a.m.

Submitted by:

Approved by:

\_\_\_\_\_  
Dr. Candice Love Jackson,  
Acting Vice President for Academic Affairs

\_\_\_\_\_  
Regent Elaine Farris,  
Chairperson  
Academic Affairs Committee

\_\_\_\_\_ Approved with no corrections

\_\_\_\_\_ Approved with corrections

**KENTUCKY STATE UNIVERSITY**  
**Regular Meeting of the Board of Regents**  
**Academic Affairs Committee**  
**July 21, 2016**  
**Griffin Gate Marriot Resort and Spa**  
**Lexington, Kentucky**

**I. April Meeting of the Board of Regents Follow-Up**

**1. Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) Update**

**Fifth Year Report:** Kentucky State University submitted a Response Report to SACSCOC findings regarding the Interim Fifth Year Report on April 1, 2016. We have received official notification that the Response Report has been accepted.

**Substantive Change Report:** Kentucky State University submitted a Response Report to the SACSCOC visit on March 1, 2016. We must submit a Monitoring Report on April 3, 2017, to address Core Standard 3.3.1.1: Institutional Effectiveness to demonstrate evidence of continuous assessment and improvement cycles of student learning outcomes.

**2. Kentucky Board of Nursing (KBN) Update:** Kentucky State University has been approved by the Kentucky Board of Nursing to offer a Bachelor of Science in Nursing.

**3. Update Faculty/Chair Searches:** The Office of Academic Affairs has been able to secure faculty in Sociology, Whitney Young School of Honors, and School of Nursing. We continue to be strategic in the recruitment of diverse faculty and administrative leadership in key academic areas, including participating in the McKnight Doctoral Fellowship Conference to recruit a more diverse candidate pool to prepare for the Fall 2017 academic year.

**II. Midterm Grade—Final Grade Analysis**

This trend analysis report of the distribution of letter grades from midterm to the end of course across the academic years for 2013-14, 2014-15 and 2015-16. This report shows an overall trend toward higher percentages of A, B, and C grades earned at midterm and as final grades for all students for the most recent fall and spring terms during the 2015-16 academic year. Also, there is a relatively declining percentage of A, B, or C grades earned at midterm with an earned D or F as the final course grade. There is a lag in growth for students who earned D's or F's at midterm and a final

course grade of A, B, or C. However, the general decline in D's and F's earned at midterm and as a final grade is noteworthy.

The purpose of this analysis provides a snapshot examination of data with intent to understand academic outcomes to improve student performance, the effectiveness of curriculum delivery, and student-learning outcomes. For future reporting purposes, it would be most beneficial to examine the relationship between mid-term grades and final grades and evaluate whether mid-term grades are predictive of student success in undergraduate level courses (as measured by final course grades).

Theoretically, mid-term grades account for about half of the final grades and are designed to give a *true* signal to the students as to their performance up to the mid-point of the class. Mid-term grade feedback can be used by both the student and instructor to modify approaches to delivery and learning, or if content with the mid-term outcome, continue with present behaviors.

One issue is with the fidelity of the midterm grade signal. If instructors do not intentionally structure course assignments and expectations that will give students an accurate indicator, there could be negative outcomes, such as (1) scheduling assignments equally without back-loading at the end of the course, (2) neglecting to provide timely feedback on assignments or, (3) fails to issue midterm grades were issued; then students cannot rely upon midterms to determine performance by the end of the course. Unintended effects could be the premature dropping of classes, thereby extending the time-to-degree of the student. Equally, as problematic is if the student abandons the major and/or the University. If midterm grades are a false signal, midterm grade points become insignificant and unreliable. Assuming the fidelity of the signal and that the midterm accounts for 50% of the final grade, it seems likely that midterm grades are strongly predictive of student success as measured by final grades.

The Office of Institutional Research provided the total raw data counts and percentages by grade. The reports are produced from final grade data as of June 3, 2016. Thus, grade changes may cause the data to change between reporting dates. Therefore, reports for terms more than one year prior may reflect the effect of incomplete grades reverting to satisfactory or failing grades.

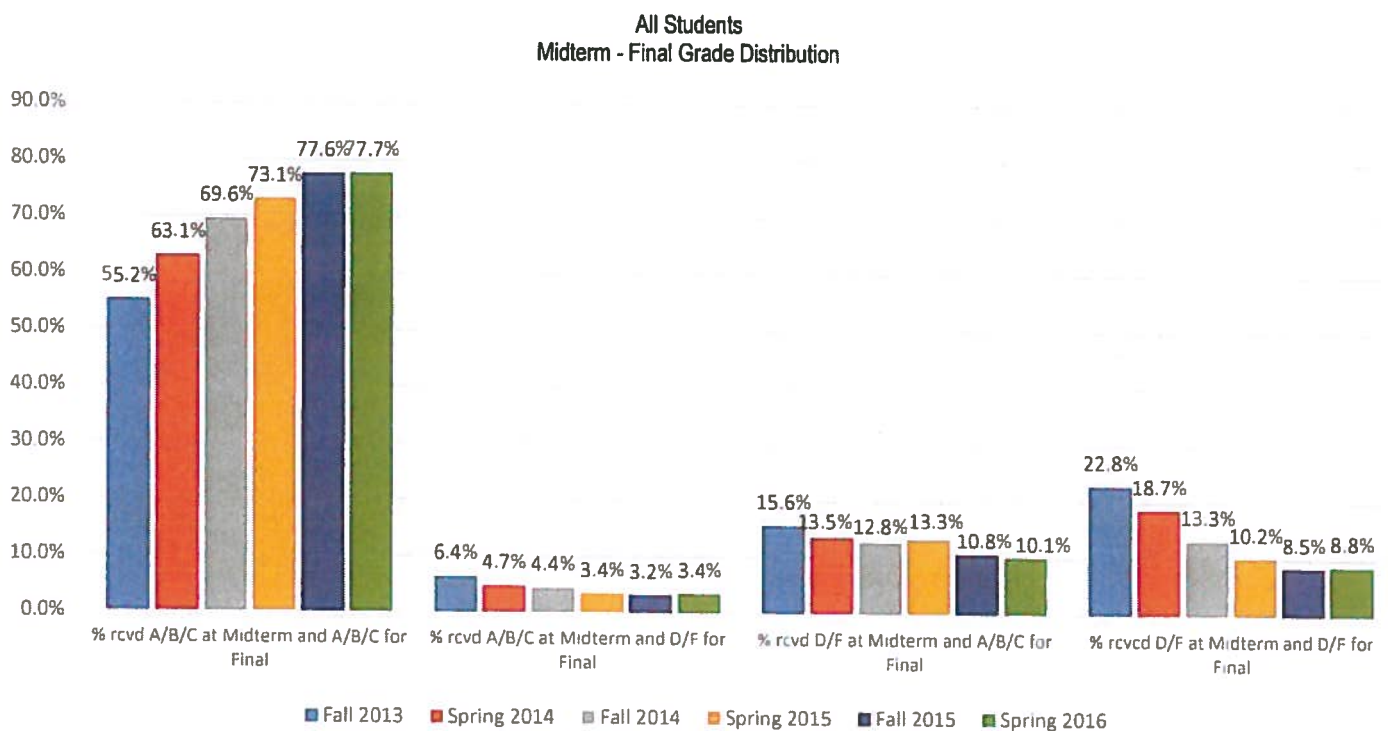
The present report is intended to expand on earlier analyses by including grade distributions from both fall and spring terms over the academic years 2013 through 2016. These findings represent three fall terms and three spring terms during which a total of N=35,023 letter grades (A – F) were awarded. For this report, mid-term or final grades recorded as blank, FX, I, IP, N, NA, P, and W were excluded.

The Office of Academic Assessment and Evaluation explored the following questions:

- Have overall letter grade distributions at Kentucky State University changed over the period from fall 2013 through spring 2016?
- What semester terms yielded the most significant change in overall grade distributions?

**Results of Trends in Grade Distribution.** Figure 1 below shows the distribution of letter grades aggregated across all six semesters from fall of 2013 through spring of 2016.

Figure 1. Aggregated letter grade distribution, fall of 2013 through spring of 2016



Consistent with earlier reports, these results in Figure 1 above appears to be consistent with the findings revealing that the students at Kentucky State University have experienced an increase in overall A, B, and C grades. Specifically, the results show that students who earn A, B, and C grades at midterm continue toward success to the end of the course. Overall analyses for the Spring 2016 grades reveal notable progress compared to the fall 2013 earned grades. Likewise, these results can be correlated with student success efforts for efficacy.

The underlying rationale for posting mid-term grades is to allow for an organizational response both to students who are doing well and those who require interference. Mid-term grades provide the university with a potent tool for early intervention and direction of resources to enhance student success. Figure 2, shows a trend for students in their

first year who received A, B, or C, at midterm and as their final course grade in the fall term declined in the spring term for each academic year. These results signify an intentional exploration of course selection and behavioral inputs that may attribute to the findings, specifically as it relates to the general education core classes and advising sequencing patterns to ensure proficiency.

Figure 2 Aggregated letter grade distribution for First Year Cohorts, fall 2013 through spring of 2016.

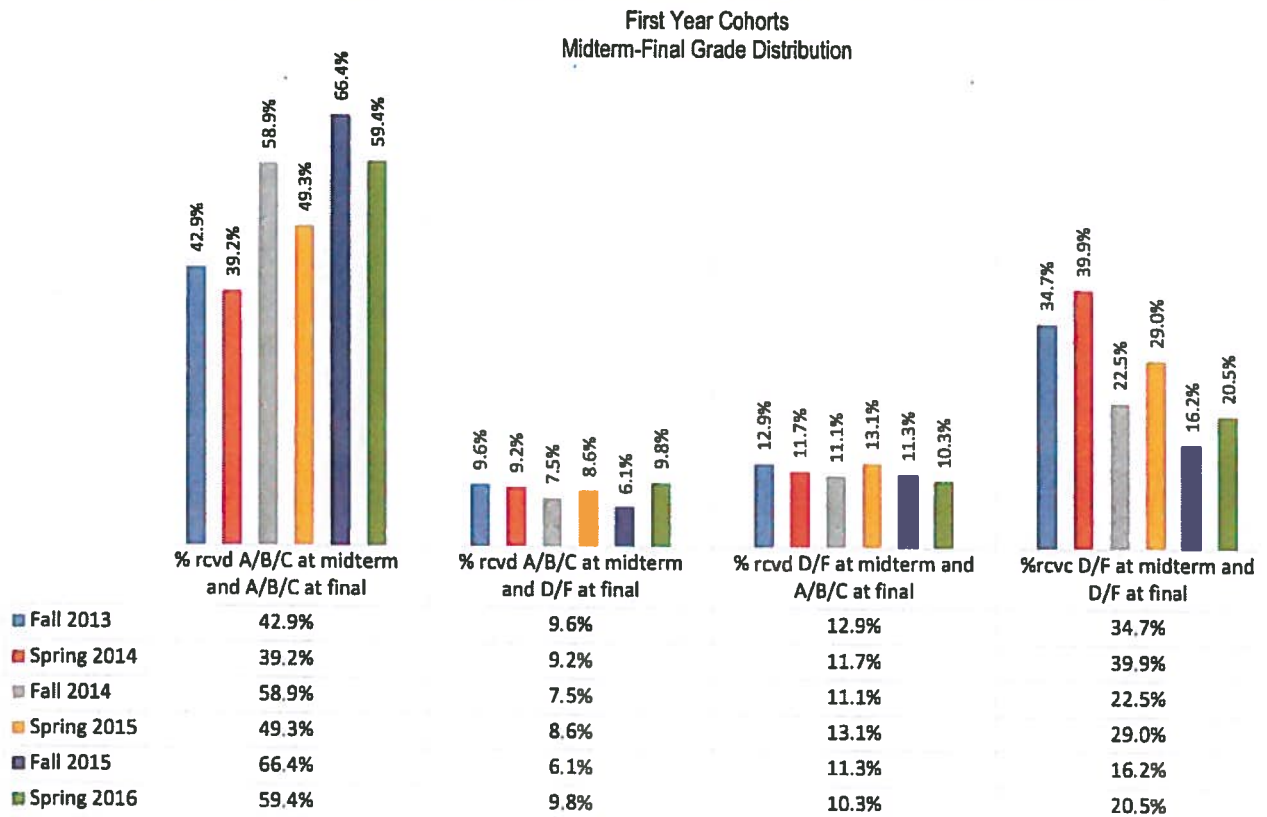
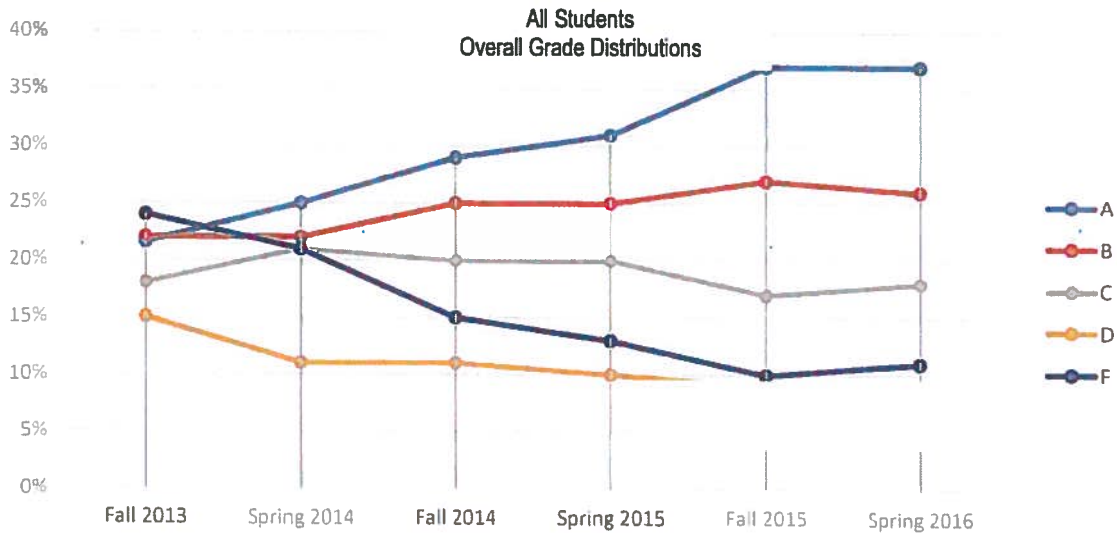


Figure 3 below shows the overall letter grade distribution trend lines across semester and year. Note that while the percentage of A's awarded has trended upward over this period, typically a higher percentage of A's is awarded in spring semester courses than in fall semesters. However, during the fall 2015 and spring 2016, the grades remained steady. A similar but reversed pattern trending downward, appears to hold for F grades, as more are awarded in fall than in spring semesters with a minimal difference for spring 2016.

Figure 3. Overall letter grade distributions by semester fall 2013 – spring 2016



An analysis of grades issued for fall 2013 and spring 2016 yielded the results in Table 1 (See Appendix A). In the fall semesters, 79.1% of those students with a mid-term grade of A subsequently received a final grade of A for spring, the percentage was 80%. For the fall semester, a mid-term grade of A was indicative in 94% of the cases of a final grade of A or B (for the spring term the result was the same).

The variation in the mid-term grades is quite similar for the two semesters: for example, 81% of the students earning a C at mid-term finished with a B, C or D. The data demonstrate that the grade issued at mid-term, for the vast majority of courses, was strongly predictive of the student's final grade in the class.

### Conclusions

Have grade distributions at Kentucky State University changed over the period from fall of 2013 through spring of 2016?

Yes. There has been a positive trend showing an increase in students earning A, B, and C grades at midterm and the end of the course 2013 through 2016. Much of that increase appears to a gradual but steady increase in the percentage of A grades awarded along with a corresponding decline in the percent of F grades. Typically, a higher percentage of A grades are awarded for spring semester courses than in fall courses. While F grades tend to be somewhat more common in fall semesters than in spring semesters, grade averages across all courses are generally higher in the spring than fall semesters at Kentucky State University.

To improve retention and graduation rates among first year students, the university must focus on ensuring that students are successful in the core areas. Alteration and

alignment in the course delivery system, is supported by evidence based practice that would increase success which impacts our retention and graduation rates. A strategic evaluation of instruction, particularly in introductory and core course offerings, especially to assist those who consistently show high failure rates is worthwhile. Relying only upon post-facto satisfaction surveys that are distributed at the end of the semester will not capture the observations of students who withdraw from courses after mid-term. Satisfaction surveys, while an important measure, can only tell part of a story about a teacher's effectiveness. Peer comparisons within departments and within courses taught in multiple sections can provide evidence of effectiveness as well. Finally, it is important that all departments implement measures to provide early feedback to undergraduate students in general and first year in particular. Mid-term grades are critical, but feedback should be available much earlier for interventions to be successful. Such important feedback is critical to lower division students who are otherwise unsure of their abilities in a college setting and might require counseling from their advisors. Without early knowledge, advisors cannot intervene to help struggling students if neither the student nor the advisor know of a student's academic status. Furthermore, when instructors do provide mid-term grades, those grades should accurately reflect the true quality of the work using consistent grading metrics. For its part, the institution must be as proactive as possible aimed at creating a culture of student success and academic excellence.

### **III. Office of Academic Support**

#### **UNV 101 Designated Instructor Update**

The University Orientation Coordinator position was officially created (Appendix A). A qualified candidate was extended an offer on June 23, 2016, but declined to accept a position at another institution. Emails were sent to department chairs and faculty of higher education, student personnel, and counseling graduate programs in Kentucky to solicit resumes from qualified candidates.

#### **2<sup>nd</sup> Year University Orientation Programming**

Plans for a second-year orientation program are being developed. As the University transitions to centralized advising, students will continue to experience a high-engagement, high-touch advising model that encourages retention and timely progress to degree completion. By maintaining the advising responsibilities for the Fall 2015 Cohort, C.A.P.S. will be renamed the Office of Academic Advising. Under this new moniker, the Office of Academic Advising will develop, monitor, and evaluate support programming designed for second year students that will center on career pathways and leadership development. The data gathered during this pilot year will inform the adoption of a formal second-year orientation program to begin in Fall 2017.

## Academic Support 2015-2016 Assessment Summary

### *Academic Center for Excellence – Tutoring*

Academic Center for Excellence employed more than 20 tutors to assist students in over 15 disciplines in 2015-2016. Students who used tutorial services experienced an 89% fall to spring retention rate. The average cumulative and semester GPA of students that took advantage of services slightly increase from the 2014-2015 academic year. The decrease in number of visits in Spring 2016 can be contributed to the relocation of ACE during repairs and renovations from mid-March to mid-April.

### Tutorial Center Usage and Student Performance

	Spring 2015	Fall 2015	Spring 2016
<b>Total Visits</b>	1083	1859	822
<b>Unique Students</b>	305	367	296
<b>Number of students with 7 or more visits</b>	76	88	25
<b>Fall to Spring retention rate of students with 1 or more visits</b>	No Data Recorded	89.37 %	Updated after Fall 2016 census date
<b>Average semester GPA for students with 1 or more visits</b>	2.7	2.8	2.8
<b>Average Cum GPA</b>	2.8	2.8	2.9

### *Academic Center for Excellence - Academic Coaching Sessions*

In Spring 2016, Academic Center for Excellence focused marketing academic coaching services and in-class presentations to students and faculty. Academic Coaching helps students strengthen transferable learning strategies

Academic Center for Excellence Academic Coaching Summary		
	Midterm	Final
<b>Total Number of Sessions</b>	<b>80</b>	<b>124</b>
<b>Number of students</b>	<b>21</b>	<b>25</b>
<b>Percent of students passing courses with a C or higher</b>	<b>87%</b>	<b>87%</b>

for success in all courses. Both individual and in-class presentations focused on time-management, using the Study Cycle and using other quality learning strategies. Twenty-five (25) students scheduled approximately 124 appointments throughout the semester. Of the students who attended academic coaching appointments, 87% passed courses with a C or higher. The Office of Academic Support will increase awareness of the academic coaching services as well as hire peer academic coaches to assist the professional staff.

### **Academic Center for Excellence - Supplemental Instruction Spring 2016**

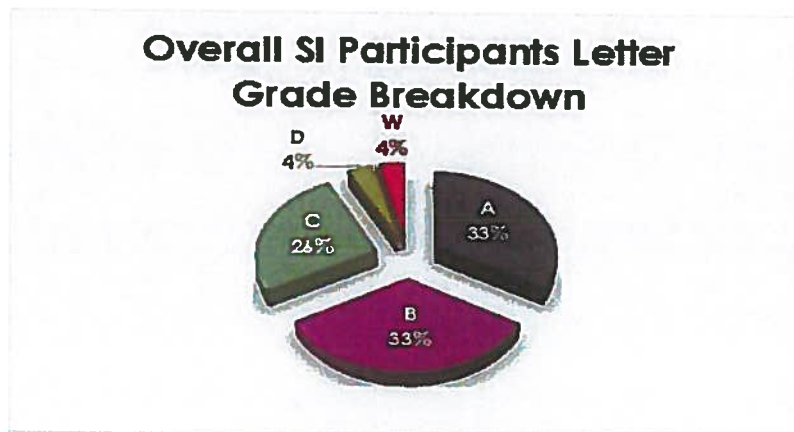
In Spring 2016, The Academic Center for Excellence piloted the Supplemental Instruction Program. Supplemental Instruction is an internationally recognized support model that is proven to increase course grades, retention and graduation

rates by decreasing course failure rates. SI targets historically difficult courses by placing a model student (SI Leader) in the course to provide weekly review session. Review sessions focus on active learning and collaboration to help students improve study, critical thinking, communication and social skills. SI is uniquely proven to improve the academic success of underrepresented minorities and first-year students.

**Spring 2016  
Supplemental Instruction Performance Summary**

	Midterm		Final	
	SI	Non-SI	SI	Non-SI
Mean Course Grade	2.5	2.1	3.0	2.3
Mean DFW Rate	-		7.4%	32.71
Mean Course Grade	2.2		2.5	

The Academic Center of Excellence provided Supplemental Instruction (SI) for students in 7 courses in the College of Arts and Sciences: Biology 101 (two sections), History 103, Mathematics 120, and Music 130 (two sections). The data suggest that in general SI participants receive higher course grades than non-participants. SI participants have lower DFW rates than non-participants.



SI support will be expanded to the following high-risk courses in Fall 2016:

- BIO 101, 107
- MAT 115, 120, 131
- ECO 321
- IGS 201
- SOC 203
- PSY 200
- NUR 111
- ART 130
- HIS 103
- SPA 101, 102

### Center for Academic Persistence and Success

During the 2015-2016 academic year, The Center for Academic Persistence and Success advised all students who earned less than 30 credits and/or were undeclared majors. This semester, the CAPS advisors increased visibility and outreach efforts as well as scheduled small group meetings to support 1<sup>st</sup>-year students. The number of students on good standing increased by 30% as a result of the academic probation program, AMP! One student even received a 4.0 after being on academic probation after the fall semester.

### Center for Academic Persistence and Success Stats

Total Advisees		
	FA2015	SP2016
Total Advisees	152	200

GPAS		
	FA2015	SP2016
4.0	10	10
3.0 - 3.99	50	62
2.5 - 2.99	21	28
2.0 - 2.49	13	37
1.0 - 1.99	33	38
< 1.0	23	18

Academic Standing		
	FA2015	SP2016
Good Standing	120	155
Probation	27	25
Suspended	3	18

Academic Standing Changes	
	SP2016
Remained at Good Standing	136
Good Standing > Probation	19
Probation > Suspension	17
Suspension > Probation	1
Probation > Good Standing	14
Suspension > Good Standing	1

Appendix A: Table 1

TERM	CLASS CODE	MID GRADE	Midterm Grade Total A, B, C, D, F	%	FINAL GRADE										% rcvd A/B/C at midterm and A/B/C at final	% rcvd A/B/C at midterm and D/F at final	% rcvd D/F at midterm and A/B/C at final	% rcvd D/F at midterm and D/F at final
					Midterm Grade	A	% A	B	% B	C	% C	D	% D	F				
Fall 2013	FR	A	363	28%	233	64.2%	82	22.6%	26	7.2%	9	2.5%	13	3.6%	42.9%	9.6%	12.9%	34.7%
		B	411	31%	86	20.9%	175	42.6%	85	20.7%	24	5.8%	41	10.0%				
		C	365	33%	26	7.1%	77	21.1%	141	38.6%	48	13.2%	73	20.0%				
		D	343	38%	4	1.2%	39	11.4%	104	30.3%	72	21.0%	124	36.2%				
	SO	F	689	48%	7	1.0%	28	4.1%	97	14.1%	71	10.3%	486	70.5%	50.5%	6.7%	18.4%	24.4%
		A	193	15%	137	71.0%	35	18.1%	13	6.7%	2	1.0%	6	3.1%				
		B	208	16%	49	23.6%	106	51.0%	36	17.3%	11	5.3%	6	2.9%				
		C	219	20%	13	5.9%	62	28.3%	96	43.8%	29	13.2%	19	8.7%				
	JR	D	170	19%	2	1.2%	22	12.9%	84	49.4%	35	20.6%	27	15.9%	60.0%	5.0%	17.9%	17.0%
		F	293	21%	1	0.3%	22	7.5%	68	23.2%	61	20.8%	141	48.1%				
		A	230	18%	174	75.7%	45	19.6%	7	3.0%	3	1.3%	1	0.4%				
		B	250	19%	77	30.8%	120	48.0%	35	14.0%	12	4.8%	6	2.4%				
	SR	C	216	20%	26	12.0%	67	31.0%	91	42.1%	25	11.6%	7	3.2%	69.4%	2.8%	17.0%	10.8%
		D	175	20%	11	6.3%	32	18.3%	72	41.1%	39	22.3%	21	12.0%				
		F	199	14%	6	3.0%	23	11.6%	48	24.1%	34	17.1%	88	44.2%				
		A	437	34%	357	81.7%	64	14.6%	14	3.2%		0.0%	2	0.5%				
	GR	B	430	33%	148	34.4%	207	48.1%	60	14.0%	6	1.4%	9	2.1%	92.5%	3.8%	0.0%	3.8%
		C	281	26%	39	13.9%	109	38.8%	106	37.7%	19	6.8%	8	2.8%				
		D	205	23%	11	5.4%	43	21.0%	97	47.3%	33	16.1%	21	10.2%				
		F	237	17%	10	4.2%	32	13.5%	77	32.5%	54	22.8%	64	27.0%				
	Total	A	75	6%	71	94.7%	3	4.0%		0.0%		0.0%	1	1.3%	55.2%	6.4%	15.6%	22.8%
		B	17	1%	8	47.1%	8	47.1%		0.0%		0.0%	1	5.9%				
		C	10	1%	4	40.0%	2	20.0%	2	20.0%		0.0%	2	20.0%				
		D	1	0%		0.0%		0.0%		0.0%	1	100.0%		0.0%				
	Total	F	3	0%		0.0%		0.0%		0.0%		0.0%	3	100.0%	55.2%	6.4%	15.6%	22.8%
		A	1,298	22%	972	74.9%	229	17.6%	60	4.6%	14	1.1%	23	1.8%				
		B	1,316	22%	368	28.0%	616	46.8%	216	16.4%	53	4.0%	63	4.8%				
		C	1,091	18%	108	9.9%	317	29.1%	436	40.0%	121	11.1%	109	10.0%				
Total	D	894	15%	28	3.1%	136	15.2%	357	39.9%	180	20.1%	193	21.6%	55.2%	6.4%	15.6%	22.8%	
	F	1,421	24%	24	1.7%	105	7.4%	290	20.4%	220	15.5%	782	55.0%					

Table 1 2013-2016 Midterm to Final Grades

TERM	CLASS CODE	MID GRADE	Midterm Grade Total A, B, C, D, F	%	FINAL GRADE										% rcvd A/B/C at midterm and A/B/C at final	% rcvd A/B/C at midterm and D/F at final	% rcvd D/F at midterm and A/B/C at final	% rcvd D/F at midterm and D/F at final
				Midterm Grade	A	% A	B	% B	C	% C	D	% D	F	% F				
Spring 2014	FR	A	140	11%	71	50.7%	41	29.3%	18	12.9%	5	3.6%	5	3.6%	39.2%	9.2%	11.7%	39.9%
		B	185	17%	47	25.4%	64	34.6%	44	23.8%	15	8.1%	15	8.1%				
		C	234	23%	14	6.0%	67	28.6%	87	37.2%	23	9.8%	43	18.4%				
		D	138	24%	2	1.4%	21	15.2%	47	34.1%	21	15.2%	47	34.1%				
		F	458	45%	5	1.1%	11	2.4%	49	10.7%	63	13.8%	330	72.1%				
	SO	A	247	20%	179	72.5%	47	19.0%	20	8.1%	1	0.4%		0.0%	63.1%	4.7%	15.3%	16.9%
		B	223	20%	76	34.1%	100	44.8%	36	16.1%	5	2.2%	6	2.7%				
		C	242	24%	21	8.7%	87	36.0%	97	40.1%	24	9.9%	13	5.4%				
		D	133	23%	8	6.0%	21	15.8%	56	42.1%	24	18.0%	24	18.0%				
	JR	F	205	20%	10	4.9%	19	9.3%	47	22.9%	31	15.1%	98	47.8%	66.0%	4.6%	15.0%	14.4%
		A	221	18%	161	72.9%	49	22.2%	8	3.6%		0.0%	3	1.4%				
		B	230	21%	61	26.5%	126	54.8%	37	16.1%	3	1.3%	3	1.3%				
		C	199	20%	25	12.6%	78	39.2%	63	31.7%	23	11.6%	10	5.0%				
	SR	D	114	20%	4	3.5%	22	19.3%	56	49.1%	22	19.3%	10	8.8%	75.8%	2.0%	13.4%	8.7%
		F	157	15%	7	4.5%	17	10.8%	32	20.4%	24	15.3%	77	49.0%				
		A	563	46%	469	83.3%	76	13.5%	15	2.7%	2	0.4%	1	0.2%				
		B	443	40%	157	35.4%	215	48.5%	59	13.3%	7	1.6%	5	1.1%				
		C	332	33%	44	13.3%	141	42.5%	127	38.3%	12	3.6%	8	2.4%				
	GR	D	182	32%	17	9.3%	48	26.4%	70	38.5%	30	16.5%	17	9.3%	93.5%	1.1%	4.3%	1.1%
		F	199	19%	17	8.5%	30	15.1%	49	24.6%	34	17.1%	69	34.7%				
		A	57	5%	50	87.7%	7	12.3%		0.0%		0.0%		0.0%				
		B	21	2%	8	38.1%	13	61.9%		0.0%		0.0%		0.0%				
		C	10	1%		0.0%	9	90.0%		0.0%		0.0%	1	10.0%				
	Total	D	0	0%											63.1%	4.7%	13.5%	18.7%
		F	5	0%	3	60.0%	1	20.0%		0.0%		0.0%	1	20.0%				
		A	1,228	25%	930	75.7%	220	17.9%	61	5.0%	8	0.7%	9	0.7%				
		B	1,102	22%	349	31.7%	518	47.0%	176	16.0%	30	2.7%	29	2.6%				
		C	1,017	21%	104	10.2%	382	37.6%	374	36.8%	82	8.1%	75	7.4%				
Total	D	567	11%	31	5.5%	112	19.8%	229	40.4%	97	17.1%	98	17.3%	63.1%	4.7%	13.5%	18.7%	
	F	1,024	21%	42	4.1%	78	7.6%	177	17.3%	152	14.8%	575	56.2%					

Table 1 2013-2016 Midterm to Final Grades

TERM	CLASS CODE	MID GRADE	Midterm Grade Total A, B, C, D, F	%	FINAL GRADE										% rcvd A/B/C at midterm and A/B/C at final	% rcvd A/B/C at midterm and D/F at final	% rcvd D/F at midterm and A/B/C at final	% rcvd D/F at midterm and D/F at final
					A	% A	B	% B	C	% C	D	% D	F	% F				
Fall 2014	FR	A	400	22%	299	74.8%	64	16.0%	21	5.3%	8	2.0%	8	2.0%	58.9%	7.5%	11.1%	22.5%
		B	358	23%	90	25.1%	170	47.5%	69	19.3%	16	4.5%	13	3.6%				
		C	315	25%	16	5.1%	90	28.6%	133	42.2%	40	12.7%	36	11.4%				
		D	202	29%	8	4.0%	17	8.4%	79	39.1%	40	19.8%	58	28.7%				
		F	340	37%	6	1.8%	15	4.4%	54	15.9%	42	12.4%	223	65.8%				
	SO	A	345	19%	251	72.8%	63	18.3%	23	6.7%	7	2.0%	1	0.3%	66.2%	4.6%	13.9%	15.3%
		B	338	22%	83	24.6%	167	49.4%	74	21.9%	9	2.7%	5	1.5%				
		C	287	23%	29	10.1%	101	35.2%	116	40.4%	26	9.1%	15	5.2%				
		D	179	26%	9	5.0%	24	13.4%	73	40.8%	47	26.3%	26	14.5%				
		F	221	24%	6	2.7%	26	11.8%	53	24.0%	40	18.1%	96	43.4%				
	JR	A	326	18%	253	77.6%	60	18.4%	11	3.4%	1	0.3%	1	0.3%	73.9%	3.2%	13.3%	9.6%
		B	263	17%	85	32.3%	129	49.0%	39	14.8%	6	2.3%	4	1.5%				
		C	231	18%	20	8.7%	88	38.1%	101	43.7%	11	4.8%	11	4.8%				
		D	118	17%	3	2.5%	29	24.6%	52	44.1%	20	16.9%	14	11.9%				
		F	125	13%	5	4.0%	11	8.8%	41	32.8%	20	16.0%	48	38.4%				
	SR	A	667	36%	549	82.3%	98	14.7%	12	1.8%	5	0.7%	3	0.4%	76.0%	2.8%	13.9%	7.4%
		B	530	35%	194	36.6%	255	48.1%	66	12.5%	8	1.5%	7	1.3%				
		C	406	32%	75	18.5%	161	39.7%	137	33.7%	19	4.7%	14	3.4%				
		D	196	28%	15	7.7%	42	21.4%	104	53.1%	18	9.2%	17	8.7%				
		F	237	26%	13	5.5%	41	17.3%	67	28.3%	33	13.9%	83	35.0%				
GR	A	101	5%	90	89.1%	11	10.9%		0.0%		0.0%		0.0%	93.9%	1.2%	2.4%	2.4%	
	B	44	3%	20	45.5%	21	47.7%	2	4.5%		0.0%	1	2.3%					
	C	12	1%	3	25.0%	2	16.7%	6	50.0%	1	8.3%		0.0%					
	D	2	0%		0.0%	1	50.0%	1	50.0%		0.0%		0.0%					
	F	6	1%		0.0%	1	16.7%	1	16.7%		0.0%	4	66.7%					
Total	A	1,839	29%	1,442	78.4%	296	16.1%	67	3.6%	21	1.1%	13	0.7%	69.6%	4.4%	12.8%	13.3%	
	B	1,533	25%	472	30.8%	742	48.4%	250	16.3%	39	2.5%	30	2.0%					
	C	1,251	20%	143	11.4%	442	35.3%	493	39.4%	97	7.8%	76	6.1%					
	D	697	11%	35	5.0%	113	16.2%	309	44.3%	125	17.9%	115	16.5%					
	F	929	15%	30	3.2%	94	10.1%	216	23.3%	135	14.5%	454	48.9%					

Table 1 2013-2016 Midterm to Final Grades

TERM	CLASS CODE	MID GRADE	Midterm Grade Total A, B, C, D, F	%	FINAL GRADE										% rcvd A/B/C at midterm and A/B/C at final	% rcvd A/B/C at midterm and D/F at final	% rcvd D/F at midterm and A/B/C at final	% rcvd D/F at midterm and D/F at final
					A	% A	B	% B	C	% C	D	% D	F	% F				
Spring 2015	FR	A	171	9%	117	68.4%	30	17.5%	6	3.5%	5	2.9%	13	7.6%	49.3%	8.6%	13.1%	29.0%
		B	157	10%	33	21.0%	64	40.8%	41	26.1%	4	2.5%	15	9.6%				
		C	155	12%	16	10.3%	50	32.3%	54	34.8%	14	9.0%	21	13.5%				
		D	113	17%	8	7.1%	18	15.9%	39	34.5%	24	21.2%	24	21.2%				
		F	238	28%	4	1.7%	9	3.8%	31	13.0%	27	11.3%	167	70.2%				
	SO	A	431	22%	331	76.8%	79	18.3%	14	3.2%	2	0.5%	5	1.2%	72.1%	3.6%	14.2%	10.1%
		B	363	22%	135	37.2%	165	45.5%	48	13.2%	10	2.8%	5	1.4%				
		C	307	24%	49	16.0%	107	34.9%	120	39.1%	20	6.5%	11	3.6%				
		D	164	25%	16	9.8%	39	23.8%	70	42.7%	23	14.0%	16	9.8%				
		F	189	22%	10	5.3%	20	10.6%	51	27.0%	34	18.0%	74	39.2%				
	JR	A	374	19%	320	85.6%	40	10.7%	10	2.7%	2	0.5%	2	0.5%	77.4%	3.0%	12.8%	6.9%
		B	364	22%	137	37.6%	181	49.7%	36	9.9%	3	0.8%	7	1.9%				
		C	257	20%	50	19.5%	112	43.6%	72	28.0%	16	6.2%	7	2.7%				
		D	114	17%	6	5.3%	37	32.5%	45	39.5%	13	11.4%	13	11.4%				
		F	129	15%	12	9.3%	14	10.9%	44	34.1%	20	15.5%	39	30.2%				
	SR	A	872	44%	752	86.2%	93	10.7%	20	2.3%	2	0.2%	5	0.6%	77.0%	2.1%	14.1%	6.7%
		B	641	39%	270	42.1%	281	43.8%	78	12.2%	5	0.8%	7	1.1%				
		C	517	41%	125	24.2%	215	41.6%	141	27.3%	20	3.9%	16	3.1%				
		D	256	39%	23	9.0%	63	24.6%	122	47.7%	24	9.4%	24	9.4%				
		F	278	33%	16	5.8%	50	18.0%	87	31.3%	33	11.9%	92	33.1%				
	GR	A	146	7%	130	89.0%	15	10.3%	1	0.7%		0.0%		0.0%	93.4%	0.3%	4.2%	2.1%
		B	99	6%	64	64.6%	31	31.3%	4	4.0%		0.0%		0.0%				
		C	25	2%	4	16.0%	15	60.0%	5	20.0%		0.0%	1	4.0%				
		D	10	2%	4	40.0%	3	30.0%	1	10.0%		0.0%	2	20.0%				
		F	8	1%	1	12.5%	1	12.5%	2	25.0%		0.0%	4	50.0%				
	Total	A	1,994	31%	1,650	82.7%	257	12.9%	51	2.6%	11	0.6%	25	1.3%	73.1%	3.4%	13.3%	10.2%
		B	1,624	25%	639	39.3%	722	44.5%	207	12.7%	22	1.4%	34	2.1%				
		C	1,261	20%	244	19.3%	499	39.6%	392	31.1%	70	5.6%	56	4.4%				
D		657	10%	57	8.7%	160	24.4%	277	42.2%	84	12.8%	79	12.0%					
F		842	13%	43	5.1%	94	11.2%	215	25.5%	114	13.5%	376	44.7%					

Table 1 2013-2016 Midterm to Final Grades

TERM	CLASS CODE	MID GRADE	Midterm Grade Total A, B, C, D, F	%	FINAL GRADE										% rcvd A/B/C at midterm and A/B/C at final	% rcvd A/B/C at midterm and D/F at final	% rcvd D/F at midterm and A/B/C at final	% rcvd D/F at midterm and D/F at final
				Midterm Grade	A	% A	B	% B	C	% C	D	% D	F	% F				
Fall 2015	FR	A	401	18%	317	79.1%	59	14.7%	17	4.2%	5	1.2%	3	0.7%	66.4%	6.1%	11.3%	16.2%
		B	307	19%	97	31.6%	147	47.9%	42	13.7%	7	2.3%	14	4.6%				
		C	253	25%	18	7.1%	88	34.8%	95	37.5%	21	8.3%	31	12.3%				
		D	151	29%	13	8.6%	19	12.6%	64	42.4%	23	15.2%	32	21.2%				
		F	213	34%	12	5.6%	5	2.3%	37	17.4%	25	11.7%	134	62.9%				
	SO	A	324	15%	259	79.9%	51	15.7%	10	3.1%	2	0.6%	2	0.6%	73.8%	2.5%	13.0%	10.6%
		B	292	18%	95	32.5%	143	49.0%	47	16.1%	4	1.4%	3	1.0%				
		C	198	20%	22	11.1%	83	41.9%	77	38.9%	11	5.6%	5	2.5%				
		D	125	24%	3	2.4%	30	24.0%	51	40.8%	32	25.6%	9	7.2%				
	JR	F	127	20%	3	2.4%	14	11.0%	38	29.9%	17	13.4%	55	43.3%	80.4%	2.1%	11.8%	5.7%
		A	432	20%	376	87.0%	37	8.6%	12	2.8%	1	0.2%	6	1.4%				
		B	359	22%	139	38.7%	180	50.1%	34	9.5%	4	1.1%	2	0.6%				
		C	212	21%	31	14.6%	90	42.5%	79	37.3%	7	3.3%	5	2.4%				
	SR	D	107	20%	15	14.0%	29	27.1%	44	41.1%	9	8.4%	10	9.3%	82.3%	2.2%	10.3%	5.2%
		F	106	17%	5	4.7%	20	18.9%	31	29.2%	8	7.5%	42	39.6%				
		A	852	39%	730	85.7%	89	10.4%	23	2.7%	2	0.2%	8	0.9%				
		B	552	34%	236	42.8%	252	45.7%	49	8.9%	5	0.9%	10	1.8%				
		C	317	31%	56	17.7%	155	48.9%	86	27.1%	15	4.7%	5	1.6%				
	GR	D	142	27%	12	8.5%	42	29.6%	64	45.1%	14	9.9%	10	7.0%	92.8%	3.5%	1.1%	2.7%
		F	173	27%	12	6.9%	24	13.9%	56	32.4%	18	10.4%	63	36.4%				
A		201	9%	175	87.1%	21	10.4%	1	0.5%		0.0%	4	2.0%					
B		130	8%	86	66.2%	35	26.9%	6	4.6%		0.0%	3	2.3%					
C		28	3%	3	10.7%	18	64.3%	1	3.6%		0.0%	6	21.4%					
Total	D	3	1%		0.0%		0.0%	2	66.7%		0.0%	1	33.3%	77.6%	3.2%	10.8%	8.5%	
	F	11	2%	1	9.1%		0.0%	1	9.1%		0.0%	9	81.8%					
	A	2,210	37%	1,857	84.0%	257	11.6%	63	2.9%	10	0.5%	23	1.0%					
	B	1,640	27%	653	39.8%	757	46.2%	178	10.9%	20	1.2%	32	2.0%					
	C	1,008	17%	130	12.9%	434	43.1%	338	33.5%	54	5.4%	52	5.2%					
Total	D	528	9%	43	8.1%	120	22.7%	225	42.6%	78	14.8%	62	11.7%	77.6%	3.2%	10.8%	8.5%	
	F	630	10%	33	5.2%	63	10.0%	163	25.9%	68	10.8%	303	48.1%					

Table 1 2013-2016 Midterm to Final Grades

TERM	CLASS CODE	MID GRADE	Midterm Grade Total A, B, C, D, F	%	FINAL GRADE										% rcvd A/B/C at midterm and A/B/C at final	% rcvd A/B/C at midterm and D/F at final	% rcvd D/F at midterm and A/B/C at final	% rcvd D/F at midterm and D/F at final
					Midterm Grade	A	% A	B	% B	C	% C	D	% D	F				
Spring 2016	FR	A	154	8%	114	74.0%	30	19.5%	6	3.9%	1	0.6%	3	1.9%	59.4%	9.8%	10.3%	20.5%
		B	135	9%	29	21.5%	64	47.4%	27	20.0%	4	3.0%	11	8.1%				
		C	147	15%	8	5.4%	33	22.4%	63	42.9%	21	14.3%	22	15.0%				
		D	83	19%	4	4.8%	11	13.3%	22	26.5%	16	19.3%	30	36.1%				
		F	111	19%	1	0.9%	12	10.8%	15	13.5%	9	8.1%	74	66.7%				
	SO	A	279	14%	218	78.1%	47	16.8%	12	4.3%		0.0%	2	0.7%	70.8%	3.9%	12.5%	12.8%
		B	280	20%	82	29.3%	133	47.5%	52	18.6%	11	3.9%	2	0.7%				
		C	197	20%	19	9.6%	66	33.5%	88	44.7%	14	7.1%	10	5.1%				
		D	109	25%	6	5.5%	21	19.3%	47	43.1%	20	18.3%	15	13.8%				
	JR	F	147	25%	7	4.8%	15	10.2%	30	20.4%	22	15.0%	73	49.7%	74.3%	3.7%	11.7%	10.3%
		A	350	18%	266	76.0%	66	18.9%	9	2.6%	2	0.6%	7	2.0%				
		B	290	20%	116	40.0%	120	41.4%	44	15.2%	6	2.1%	4	1.4%				
		C	241	24%	36	14.9%	100	41.5%	82	34.0%	14	5.8%	9	3.7%				
	SR	D	91	21%	8	8.8%	23	25.3%	33	36.3%	13	14.3%	14	15.4%	84.6%	1.6%	9.5%	4.4%
		F	157	26%	14	8.9%	16	10.2%	38	24.2%	27	17.2%	62	39.5%				
		A	1,005	51%	880	87.6%	105	10.4%	15	1.5%	2	0.2%	3	0.3%				
		B	625	44%	307	49.1%	251	40.2%	59	9.4%	5	0.8%	3	0.5%				
	GR	C	370	38%	64	17.3%	167	45.1%	116	31.4%	19	5.1%	4	1.1%	96.1%	1.8%	2.1%	0.0%
		D	143	33%	11	7.7%	46	32.2%	59	41.3%	19	13.3%	8	5.6%				
		F	178	30%	16	9.0%	33	18.5%	55	30.9%	23	12.9%	51	28.7%				
A		197	10%	172	87.3%	20	10.2%	2	1.0%		0.0%	3	1.5%					
B		97	7%	55	56.7%	36	37.1%	5	5.2%		0.0%	1	1.0%					
Total	C	29	3%	5	17.2%	18	62.1%	4	13.8%		0.0%	2	6.9%	77.7%	3.4%	10.1%	8.8%	
	D	5	1%	1	20.0%	4	80.0%		0.0%		0.0%		0.0%					
	F	2	0%		0.0%		0.0%	2	100.0%		0.0%		0.0%					
	A	1,985	37%	1,650	83.1%	268	13.5%	44	2.2%	5	0.3%	18	0.9%					
	B	1,427	26%	589	41.3%	604	42.3%	187	13.1%	26	1.8%	21	1.5%					
Total	C	984	18%	132	13.4%	384	39.0%	353	35.9%	68	6.9%	47	4.8%	77.7%	3.4%	10.1%	8.8%	
	D	431	8%	30	7.0%	105	24.4%	161	37.4%	68	15.8%	67	15.5%					
	F	595	11%	38	6.4%	76	12.8%	140	23.5%	81	13.6%	260	43.7%					

## **JOB DESCRIPTION**

**Job Code/Title:** XXXX / University Orientation Course Coordinator

Exempt

**Grade:** \_

*The following statements are intended to describe the general nature and level of work being performed. They are not intended to be construed as an exhaustive list of all responsibilities, duties and skills required of personnel so classified.*

### **SUMMARY:**

Under supervision of the Assistant Vice-President for Academic Support and in collaboration with campus units, coordinates and/or instructs University Orientation courses.

### **DUTIES AND RESPONSIBILITIES:**

- Serves as the primary instructor for University Orientation courses.
- Organize activities and events related to instruction.
- Select adjunct instructors for University Orientation courses.
- Convene meetings with University Orientation course steering committee and instructors.
- Coordinate integration of campus and community resources in University Orientation courses.
- Assist in collection and reporting of University Orientation course assessment data.
- Oversee the development and/or adoption of University Orientation course materials and textbook.
- Arranges evaluations to ensure quality and consistency of University Orientation course instruction.
- Assist in scheduling University Orientation courses.
- Collaborate with 1<sup>st</sup>-year experience units to improve consistency of services offered.
- Work closely with other academic support units to improve retention and success of 1<sup>st</sup>-year students.

## **MINIMUM JOB REQUIREMENTS:**

- Master's degree in Higher Education, Social Work, Counseling, Education, or Student Personnel Administration
- 1-2 years' experience working in Higher Education

## **KNOWLEDGE, SKILLS, AND ABILITIES REQUIRED:**

- Knowledge of effective retention strategies.
- Knowledge of effective teaching and learning strategies.
- Superior listening and critical thinking skills and the ability to multi-task.
- Experience with retention data collection and reporting.
- Working knowledge of postsecondary academic advising and retention strategies.
- Candidates should have the ability to become knowledgeable of the range of varied student services available, enrollment services, academic policies, requirements, and procedures of Kentucky State University.
- Strong interpersonal/human relations skills essential.
- Ability to initiate and maintain professional relationships with diverse groups, demonstrate sensitivity to the needs of a diverse student population including low-income, first-generation, students of color, disabled, underrepresented, older and non-traditional, and international students.
- Must have excellent verbal and written communication.
- Ability to maintain confidentiality is essential.
- Must have attention to detail.
- Basic skills in productivity software (Word, PowerPoint, Outlook, Excel).
- Ability to collect, analyze and report retention related data.
- Must be able to multi-task, prioritize, manage multiple priorities, and meet deadlines.
- Must have the ability to work in a fast paced environment and possess excellent organizational skills.
- Ability to interpret and communicate university policies and procedures and associated federal and state regulations.
- Work staggered hours including evening hours during the work week as assigned.

## **WORKING CONDITIONS AND PHYSICAL EFFORT:**

- Work is normally performed in a typical interior and/or office work environment.
- No or very limited physical effort required.
- No or very limited exposure to physical risk.

# Kentucky State University

Board of Regents Meeting

## Student Affairs Committee

July 21, 2016

**Regent Ekumene Lysonge, Chairperson**

**Regent David Guarnieri**

**Regent Hettie Oldham**

**Regent Elaine Farris**

**Regent Diamond Gordon**

**Francene Gilmer,**

**Interim Vice President for Student Affairs**

**KENTUCKY STATE UNIVERSITY**  
**Regular Meeting of the Board of Regents**  
**Student Affairs Committee Report**  
**July 21, 2016**  
**4:00 p.m.**  
**Marriott Griffin Gate and Spa**  
**Lexington, KY**

**Meeting Index**

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**KENTUCKY STATE UNIVERSITY**  
**Regular Meeting of the Board of Regents**  
**Student Affairs Committee**  
**July 21, 2016**  
**4:00 P.M.**  
**Marriott Griffin Gate**  
**Lexington, KY**

**AGENDA**

- |              |  |  |
|--------------|--|--|
| <b>I.</b>    | <b>CALL TO ORDER</b>   | <b>Regent Lysonge,<br/>Chairperson</b>                                     |
| <b>II.</b>   | <b>ROLL CALL</b>   | <b>Francene Gilmer,<br/>Interim Vice President for<br/>Student Affairs</b> |
| <b>III.</b>  | <b>OPENING REMARKS</b>                                       | <b>Regent Lysonge</b>  |
| <b>IV.</b>   | <b>APPROVAL OF APRIL MINUTES</b>                             | <b>Regent Lysonge</b>  |
| <b>V.</b>    | <b>THE CAREER CENTER</b>                                     | <b>Francene Gilmer</b>   |
| <b>VI.</b>   | <b>RESIDENCE LIFE REPORT</b>                                 | <b>Francene Gilmer</b>   |
| <b>VII.</b>  | <b>FALL HOUSING PLAN AND<br/>LIVING LEARNING COMMUNITIES</b> | <b>Francene Gilmer</b>   |
| <b>VIII.</b> | <b>FALL 2016 FRESHMAN WEEK ACTIVITIES</b>                    | <b>Francene Gilmer</b>   |
| <b>IX.</b>   | <b>2016-2017 CONVOCATION SCHEDULE</b>                        | <b>Francene Gilmer</b>   |
| <b>X.</b>    | <b>2016-2017 CAMPUS WIDE EVENTS<br/>AND PROGRAMS</b>         | <b>Francene Gilmer</b>   |
| <b>XI.</b>   | <b>ADJOURNMENT</b>   | <b>Regent Lysonge</b>  |

**Regular Meeting of the Board of Regents  
Student Affairs Committee  
April 21, 2016  
2:30 p.m. – 4:00 p.m.  
Marriott Griffin Gate  
Lexington, KY**

**MINUTES**

\*\*\*\*\*

Regent Karen Bearden, acting Committee Chairperson, called the Kentucky State University Board of Regents Student Affairs Committee meeting to order at 2:30 p.m. on April 21, 2016. Regent Bearden asked the Secretary to call roll:

Hettie Oldham	Present	David Guarnieri	Present
Diamond Gordon	Not Present	Elaine Farris	Present
Ekumene Lysonge	Not Present		

A quorum was declared.

**I. Approval of Minutes**

Minutes of the January 21, 2016, meeting were approved. Motion was made by Regent Oldham and seconded by Regent Guarnieri.

**II. Vice President’s Report – Enrollment Management and Student Affairs**

**Spring Enrollment** The level by status for the spring 2016 enrollment (as of census date) was 1,113 full-time students and 594 part-time students, totaling 1,707. This was three hundred (300) students below the budgeted number. Eighty percent of fall 2015 students returned for the spring semester. The total gender by race was reported as: American Indian/Alaskan Native 5; Asian 17; Black, Non-Hispanic 756; Hawaiian or Pacific Islander 3; Hispanic 47; Nonresident Alien 19; two or more races 32; unknown 154; White and Non-Hispanic 674.

The class counts are as follows: freshman 255; sophomore 228; junior 276; senior 430; undergraduate non-degree 12; high school 360 (dual credit, 1 course part-time); masters 132; graduate non-degree 5; and doctorate 9.

**Enrollment Management** Ms. Stephanie Sanders, Ruffalo Noel Levitz Executive Consultant, reported on (1) Ruffalo Noel Levitz (RNL) partnership components; (2) current state of 2016 recruitment; and (3) 2017 recruitment planning. Ms. Sanders discussed the attached presentation and reported the following along with enrollment management committee members Mrs. Carmella Conner and Dr. Erin Wheeler:

The components of the RNL partnership are marketing communications analysis, retention analysis, assessing students' satisfaction, surveying online students, and assessing financial aid and appropriate use of funds.

A direct marketing phone and email campaign was launched and integrated to develop and manage the inquiry pool through an enhanced search service.

As of April 14, 2016, there were 1,004 admitted, 191 confirmed, and 1,277 denied first-time, full-time students. The denied students did not meet admission criteria.

Discussion ensued about the recruitment cycle and admission criteria, particularly the issue of meeting the GPA requirement and test score requirement combined. Approximately 68 appeals for admission have been filed. Comments were made about applicants with high GPAs or high test scores not being accepted. It was also noted that the number of applications is down from last year even though strategies have not changed.

The fall 2016 target goal of 600 new freshman students was discussed because 238 have submitted an intent to enroll. Students often withdraw their application, may not receive the financial aid needed, are denied admission, or have incomplete applications. Community members associated with the University should be utilized to assist in encouraging student enrollment.

Ms. Sanders noted the 600 freshman goal is aggressive, but plans are underway to recruit as many students as possible. Regent Farris made the recommendation to hire an individual with professional enrollment management experience. An annual marketing recruitment plan will be created.

The new student enrollment plan for 2017 should define the current state of new student enrollment; establish clear, realistic, and measurable goals; develop strategies to reach the goals; and address implementation strategies. Key recruiting strategies are recruitment marketing, territory management, pricing, campus visit programming, funnel management, operations, and organizational design and development.

**Residence Life (Housing Plan)** Ms. Francene Gilmer reported beginning fall 2016 Residence Life will have two Living-Learning Community residence halls for freshmen. New student housing applications have been accepted. Ms. Dionna McDonald indicated due to projected admissions numbers and various potential housing needs, the fall 2016 University housing plan is in development.

Residence Life has scheduled training for Resident Assistants and Resident Life staff. Fall 2016 housing activities will focus on collaborative programming with other

Student Affairs areas, including Health Services, Student Life, and Career Counseling and Placement.

**Student Life** Programming will be expanded to include more activities based on students' interests. Students desire activities with more impact, substance, and well-known speakers. More field trips and on-site visits are planned, while guarding against over programming.

**Career Counseling and Placement Center** Restructuring and redesign of the Center will occur for fall 2016. A plan will be delivered in May.

**Student Handbook** The handbook has been revised; however, the President requested it in another format. It will be available by the beginning of the 2016 fall semester.

### III. **Adjournment**

The meeting was adjourned at 3:48 p.m.

Submitted by:

Approved by:

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Francene Gilmer,  
Interim Vice President for Student Affairs

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Regent Ekumene Lysonge,  
Chairperson  
Student Affairs Committee

\_\_\_\_\_ **Approved with no corrections**

\_\_\_\_\_ **Approved with corrections**

**KENTUCKY STATE UNIVERSITY**  
**Regular Meeting of the Board of Regents**  
**Student Affairs Committee Report**  
**July 21, 2016**  
**Marriott Griffin Gate**  
**Lexington, KY**

The Office of Student Affairs report will highlight the activity and services of the Career Center, Residence Life, and Student Life.

In an effort to integrate the Career Center into students' daily lives and provide a more user-friendly and welcoming environment for students and employers, the Career Center is relocating from the Academic Services Building to the Carl M. Hill Student Center Suite 320. The Office of Student Life will remain on the third floor of the Student Center, and be housed in the Student Government Association (SGA) suite. The SGA suite has vacate space; therefore, SGA will remain in the suite. Relocation and facility update plans are in process. CG Concepts services have been retained for updating the Career Center's paint, flooring, and furniture, and computers will be added for student use.

There have been several recent staffing changes in Student Affairs. Dionna McDonald is now the Director for Student Affairs Initiatives. Monesca Smith, Associate Dean for Residence Life and Student Life began on July 1, 2016. The Offices of Residence Life and Student Life will report to Ms. Smith. Residence Life Coordinator (formerly known as a Hall Manager) Brian Bollinger, began on July 6, 2016. Daryl Lowe, Associate Dean for Student Conduct and Title IX Coordinator, will begin on July 18, 2016. In April, William Mynk began as the new Mental Health Coordinator for Student Health Service. In July, Shelby Strobe transferred from Student Health Services to the Registrar's Office as an Administrative Assistant.

As a result of the addition of an Associate Dean for Student Conduct and Title IX Coordinator, the Student Handbook is being revised to reflect a process aligned with the Office of Student Affairs' organizational structure. The Student Handbook will be completed prior to Fall 2016 Freshman Week.

Student Affairs has acquired the following digital resources which will be implemented by the start of the Fall 2016 semester. These tools will assist with tracking student data, measuring outcomes and student involvement, increasing communication between offices, and facilitating employer networking.

<b>Product</b>	<b>Area</b>	<b>Module(s)</b>
Symplicity	Career Center	Career Services Manager—Resume builder, student tracking system, credentials manager, campaign manager
Interview Stream	Career Center	Personalized mock-interviews
ONETonline.com	Career Center	Career assessment and job search tool
Symplicity	Residence Life	Residence: Housing and Residential Living System—Summer conferencing, resolution maintenance tracking and fulfillment system, staff hiring, conduct
Symplicity	Student Conduct	Advocate: Conduct and Behavioral Intervention—CARE student of concern manager
Symplicity	Student Life	Community: Student Activities—Directory, club/organization website manager, event manager

## V. The Career Center

As part of the restructure, the name will be changed from the Office of Career Counseling and Placement to the Kentucky State University Career Center. The Career Center's goal is to prepare students for a productive, professional life after graduation from Kentucky State University. Students will be required to visit the Career Center within the first four weeks of school and develop a plan through graduation.

### Activity by Semester

<b>School Term</b>	<b>Activity</b>	<b>Purpose</b>	<b>Partner(s)</b>
<b>FRESHMAN</b>	Goal: To acclimate to the University; Interest/career assessment; Begin a student portfolio of activity		
<b>1<sup>st</sup> Semester</b>	“What can I do with a major in ____”	Connect fields of study with career options	Academic departments
Within first 4 weeks of school	Visit KSU Career Center	Know the location; meet the staff; log in to Symplicity to create profile; meet assigned career coach	
	Complete career/interest profile assessment O’NET – online: <a href="http://careerinfonet.org">careerinfonet.org</a>	Guide students toward appropriate coursework/major; students recognize strengths and narrow focus	
	Create a resume	Prepare for job/internship search	

School Term	Activity	Purpose	Partner(s)
	Build rapport with two faculty members	Establish relationships early in academic career	Academic departments
	After verification of completed activities, students receive a t-shirt	Incentive to participate	
<b>2<sup>nd</sup> Semester</b>	Choose a volunteer activity	Community connections; build resume	Irma Johnson; UNV instructor
	Mock interview training	Employers will be available to interview students	Community and employer partners
	Obtain summer job opportunities	Students will apply for a minimum of 3 opportunities	
	Complete end of semester survey online. 4 winners chosen to receive \$50 Amazon gift card	Assessment of activities	
	Attend workshop: Understanding work values and office etiquette  Attend workshop: What to wear for the occasion	Preparation for interviews, employment, and internships	
<b>SOPHOMORE</b>			
	Goal: To begin formalizing a career plan based on assessments from previous year.		
<b>3<sup>rd</sup> Semester</b>	Join a departmental club, school, or leadership organization	Build resume and gain experience	Academic departments; Office of Student Life
	Review Career Assessment	Recognize strengths and narrow focus	
	Update Resume	Prepare for job/internship search	
	Secure a summer co-op	Gain experience	
	Write a personal statement	Use for application for awards or other opportunities	ACE
	Attend 2 of 3 workshops: 1. Speaking confidently	Strengthen skills; gain in-depth knowledge of fields of interest	

School Term	Activity	Purpose	Partner(s)
	2. Writing with ease 3. Conduct an informational interview with a professional in your career area of interest.		
<b>4<sup>th</sup> Semester</b>	Declare a major	On track to timely graduate	Academic Affairs
	Apply for a scholarship, fellowship, or grant opportunity	Gain experience and assist with financial needs	Academic departments and Sponsored Programs
	Choose a country of interest for a study abroad program; Write a summary of interest and what he/she would like to achieve from the study.	Pursue study abroad opportunities; broaden cultural knowledge	Academic Affairs
	Choose a graduate program of study; write a summary of interest in the program, school chosen, information needed for application and acceptance, and important deadlines.	Explore and plan for graduate school	Office of Graduate Studies
	Complete GRE, LSAT, or MCAT practice exam	Provide GRE, LSAT, MCAT test prep for students who complete the practice exam	
<b>JUNIOR 5<sup>th</sup> Semester</b>	Goal: To apply to opportunities; Prepare writing samples; Conduct interviews for graduate school and other opportunities		
	Connect with two faculty to list as faculty mentors; provide their name, office location, email, and phone number by the 4 <sup>th</sup> week of the semester.	Gain professional mentors; References for employment and graduate school applications	Academic departments

<b>School Term</b>	<b>Activity</b>	<b>Purpose</b>	<b>Partner(s)</b>
	Schedule an interview with each faculty and write a summary of the interview; determine how they chose field of study.	Strengthen relationship with mentors; Explore post-graduation options	Academic departments
	Volunteer to assist with Career Fair	Become acquainted with potential employers	
	Study, register, and practice for the GRE, LSAT, or MCAT	Successfully complete graduate school admission exam; provide a test prep course; students will enter a drawing to win 1 of 5 test fees	Kaplan and Princeton Review
	Visit 2 graduate schools	Explore and plan for graduate school; narrow options	
	Thurgood Marshall Leadership Conference for 6 students	Obtain employer contacts and leadership training	Thurgood Marshall Leadership Institute
	Attend Career Fair	Obtain employment; network with potential employers and explore options	Employer partners
	Complete the Strength Finder questionnaire	Determine strengths and use results to identify best career options	
	Attend employer networking event in career area of interest	Network with potential employers and explore options	Community and employer partners
<b>6<sup>th</sup> Semester</b>	Take the GRE, LSAT, or MCAT	Successfully complete graduate school admission exam	
	Revise resume and enter into the electronic Resume Book	Prepare for job search; make resume available to employers	
	Conduct two mock interviews with career professionals and write a summary	Interview preparation	Community and employer partners
	Attend the Rising Juniors' Reception as a host/hostess	Make students aware of the steps to ensure a productive senior year	

<b>School Term</b>	<b>Activity</b>	<b>Purpose</b>	<b>Partner(s)</b>
	Employers' Reception	A "thank you" reception for area employers; networking opportunity for select rising seniors who have been intention with their career search	Local employer partners
<b>SENIOR</b>	Goal: To secure a post graduate opportunity with employment or graduate school admission; Complete the first destination survey		
<b>7<sup>th</sup> Semester</b>	Secure a paid summer internship or career related job/position	Gain experience and assist with financial needs	Employer partners
	Attend a group session with Career Coach to outline the months before graduation	Solidify post-graduation plans; receiving a KSU portfolio to be used during job and/or graduate school interviews	
	Confirm academic plan with Advisor and return a copy to the Career Coach	Ensure academic and career plans in coordination	Academic Advisors
<b>8<sup>th</sup> Semester</b>	Attend practice interview sessions	Prepare for employer or graduate school interviews	
	Provide graduation checklist to Career Coach	Solidify post-graduation plans and ensure all steps are completed	
	Complete the 1 <sup>st</sup> destination survey online	Obtain post-graduation plans for all graduates	
	Attend the "Rising Juniors' Reception" as a host/hostess	Celebrate accomplishments of seniors who completed the 1 <sup>st</sup> destination survey	

### Professional Association Memberships

NACE	National Association of Colleges and Employers
SOACE	Southern Association of Colleges and Employers
KACE	Kentucky Association of Colleges and Employers
KCDA	Kentucky Career Development Association

### Conferences and Events

NACE	National Association of Colleges and Employers (Chicago)
SOACE	Southern Association of Colleges and Employers (Dallas)
KACE	Kentucky Association of Colleges and Employers (Louisville)
KCDA	Kentucky Career Development Association (Louisville)
Thurgood Marshall Conference	Washington, D.C.
Honda Challenge	San Diego

## VI. Residence Life Report

### Residence Hall Spring 2016 Occupancy

Residence Hall Name	Capacity	Occupancy	Occupancy %
Chandler Hall	114	62 (all females)	54.4%
Combs Hall	106	77 (all males)	72.6%
Hunter Hall	102	53 (26 females and 27 males)	52.0%
Kentucky Hall	136	70 (all females)	51.5%
McCullin Hall	97	64 (46 females and 18 males)	66.0%
Young Hall	150	125 (51 females and 74 males)	83.3%
<b>TOTAL</b>	<b>705</b>	<b>451 (255 females and 196 males)</b>	<b>64.0%</b>

### 2016 Summer Conference Housing

<b>Date</b>	<b>Group Name</b>	<b>Number of Participants</b>	<b>Residence Hall Location(s)</b>
May 16 – 20, 2016	New Student Orientation Leaders (reoccurring group)	9	Varies – students reside in their current room
May 16, 2016 – August 12, 2016	Summer Student Workers	11	McCullin Hall
May 21, 2016 – August 5, 2016	University of Kentucky Cooperative Extension Service Intern	1	McCullin Hall
May 27, 2016 – July 23, 2016	Summer School Students	2	McCullin Hall
June 5 – 18, 2016	AgDiscovery (AgD)	27	Chandler Hall and Kentucky Hall
June 5 – 25, 2016	Summer Apprenticeship Program (SAP)	36	Chandler Hall and Kentucky Hall
June 12 – 18, 2016	Pathways to Careers in Environmental Sciences (PACES)	22	Chandler Hall and Kentucky Hall
June 16 – 18, 2016	New Student Orientation Leaders	9	McCullin Hall
June 20, 2016 – July 8, 2016	Upward Bound	37	Chandler Hall and Kentucky Hall
June 24 – 25, 2016	Academically Proficient High School Jr./Sr. Diversity Conference	22 (16 students, 3 parents, and 3 CPE conference staff)	Young Hall
July 8 – 30, 2016	Summer Transportation Institution	34	Chandler Hall and Kentucky Hall
July 14 – 16, 2016	New Student Orientation Leaders	9	McCullin

### Fall 2016 Residence Hall Application Submission Information

<b>Type of Student</b>	<b>Complete (paid application fee)</b>	<b>Incomplete (no payment received)</b>
New	61	45
Transfer	15	10
Continuing	244	5
<b>TOTAL</b>	<b>320</b>	<b>60</b>

On June 15, 2016, Fall 2016 housing assignments were distributed to new students who paid the \$310 University Housing Application Fee via their University email address.

## VII. Fall 2016 Housing Plan and Living Learning Communities

The Residence Life staff will consist of the following:

- 1 - Associate Dean for Student Life and Residence Life
- 2 - Residence Life Coordinators (previously called Residence Hall Managers; new position will manage two or more residence halls)
- 3 - Graduate Hall Assistants (live-in graduate students working part-time to assist with managing a residence hall and participating in the on-call rotation)
- 24 - Resident Assistants (live-in undergraduate students)
- 10 - Desk Assistants (additional undergraduate students working the residence hall front desk)

### Fall 2016 Housing Assignment Plan

All new students (freshman and transfer) will be housed in Living-Learning Community (LLC) halls—Chandler Hall (females), Hunter Hall (males), or Young Hall (females and males participating in the STEM or Whitney Young School of Honors Program). The Fall 2016 semester housing assignment schedule is below:

<b>Residence Hall</b>	<b>Explanation</b>
Chandler Hall (114)	New (freshman and transfer) female students will be housed here for the new LLC and a class will be taught in the basement classroom. The transfer students will be strategically assigned on a floor separate from the freshman students to better assist with the students' development in the residence hall.
Combs Hall (106)	Combs Hall will be offline for the Fall 2016 semester and possibly Spring 2017 due to low enrollment.
Hunter Hall (102)	New (freshman and transfer) male students will be housed here for the new LLC and a class will be taught in the basement classroom. The transfer students will be strategically assigned on a floor separate from the freshman students to better assist with the students' development in the residence hall.
Kentucky Hall (136)	Continuing female residents will be housed in Kentucky Hall per their residence hall request.
McCullin Hall (97)	McCullin Hall will be used to accommodate: 1) male students needing ADA housing accommodations; 2) students who need housing once the other four residence halls are at capacity; 3) (if required) special student housing during extensive breaks (charge a housing daily rate); and 4) special housing requests from staff (housing for a nominal fee).
The Halls	Offline due to low enrollment and need for major renovation.
Young Hall (150)	W. M. Young Hall will be used to accommodate: 1) a living-learning community for STEM students (designated by Dr. Fariba Bigdeli) and the Whitney Young School of Honors Program (WYSHP) and 2) continuing female and male students.

## Living Learning Communities (LLCs)

Beginning Fall 2016, Residence Life staff members, Dr. Erin Wheeler and Dr. Fariba Bigdeli from Academic Affairs, and staff members from the Whitney Young School of Honors Program (WYSHP), will introduce three living learning communities on campus. The LLCs will be located in Chandler, Hunter, and Young Halls. At least one class (UNV-101 or a WYSHP course) will be taught in each location to accommodate the students residing in the particular hall. Currently, there are 17 potential STEM students (recipients of the Toyota Scholarship or James Graham Brown Scholarship) and 36 potential WYSHP students who will reside in W. M. Young Hall.

Whitney Young School of Honors classes will also be taught in W. M. Young Hall. To begin preparation for teaching these classes, faculty members of the WMYHS Program toured W. M. Young Hall and were given a demonstration of the technology available in the Innovation Center. To assist with the success of the LLC, Residence Life will offer a scholarship to the WMYHS students who are unable to pay the additional \$450 cost of a suite-style room.

Facility updates are underway for these three residence halls and all residence hall apartments for Residence Life live-in positions. The classrooms and lobby/lounge common areas in the three residence halls will be updated with new paint colors, flooring (carpet/tile), furniture, and technology (where applicable). CG Concepts services have been retained for the updates. The projected completion date for these projects is August 1, 2016.

### VIII. Fall 2016 Freshman Week Activities

#### **Saturday, August 13**

8:00 a.m. – 4:00 p.m.	Move In Day. All families check in at Exum Center. (Bursar's Office open so students with balances can pay and be permitted access to residence halls.)
12:00 p.m. – 2:00 p.m.	Lunch
2:00 p.m. – 5:00 p.m.	New Thoroughbred Festival
5:30 p.m. – 7:30 p.m.	Parent-Student Dinner
8:00 p.m. – 10:00 p.m.	Residence Hall Meeting/Ice Breaker
10:00 p.m. – 12:00 a.m.	Luau on the Yard

#### **Sunday, August 14**

9:00 a.m. – 10:30 a.m.	Worship Service (Baptist Campus Ministries)
10:30 a.m. – 12:00 p.m.	Brunch: Underwood Cafeteria
2:00 p.m. – 3:00 p.m.	Get Your Mind Right (Mental Preparation)
3:00 p.m. – 4:30 p.m.	Yoga and Meditation
4:30 p.m. – 7:00 p.m.	BBQ on the Yard
8:00 p.m. – 10:00 p.m.	Residence Life Social Programs

**Monday, August 15**

8:00 a.m. – 9:00 a.m.  
9:30 a.m. – 10:30 a.m.  
11:15 a.m. – 12:30 p.m.  
12:30 p.m. – 2:00 p.m.  
2:15 p.m. – 3:15 p.m.

3:30 p.m. – 5:00 p.m.  
5:00 p.m. – 6:30 p.m.  
7:00 p.m. – 7:30 p.m.  
8:00 p.m. – 11:00 p.m.

Breakfast  
Departmental Information  
Tour of Frankfort  
Lunch  
Student's Rights and Responsibilities:  
Student Conduct, Appeal Processes, Grievance  
Processes, and the Student Handbook  
TBA  
Dinner  
Residence Hall Meetings  
Movie Night in the Amphitheatre  
"Love and Basketball"

**Tuesday, August 16**

8:00 a.m. – 9:30 a.m.  
10:00 a.m. – 10:50 a.m.  
11:00 a.m. – 12:30 p.m.  
12:30 p.m. – 2:00 p.m.  
2:15 p.m. – 5:15 p.m.  
6:00 p.m. – 7:30 p.m.  
8:00 p.m. – 9:30 p.m.

Breakfast  
Inspirational Speaker  
Student Services Fair  
Lunch  
Community Service Projects  
Dinner  
Rehearsal for Freshmen Convocation and  
Pinning Ceremony

**Wednesday, August 17**

7:30 a.m. – 9:00 a.m.  
9:00 a.m. – 11:00 a.m.  
  
11:00 a.m. – 12:45 p.m.  
1:00 p.m. – 3:00 p.m.

3:00 p.m. – 5:00 p.m.  
5:00 p.m. – 7:00 p.m.  
7:30 p.m. – 8:30 p.m.

Breakfast  
Academic Visits (Students will meet with  
Departmental Chairs and Professors)  
Lunch  
Workshops

- 4.0 Mock Lecture (Note Taking and Studying)
- Intro to KSU Learning Community

Student Success from Students' Perspective  
Dinner  
TBA

**Thursday, August 18**

7:30 a.m. – 9:00 a.m.  
9:30 a.m. – 4:00 p.m.  
  
4:30 p.m. – 6:30 p.m.  
7:00 p.m. – 8:00 p.m.

Breakfast  
Muhammad Ali Center and Lunch on the River,  
Louisville  
Dinner  
TBA

**Friday, August 19**

7:30 a.m. – 9:00 a.m.	Breakfast
9:00 a.m. – 10:30 a.m.	Rehearsal for Freshmen Convocation and Pinning Ceremony
11:00 a.m. – 12:00 p.m.	Lunch
12:15 p.m. – 1:45 p.m.	Brother to Brother/Sister to Sister
2:00 p.m. – 3:00 p.m.	How to Be KSU Man/Woman
4:30 p.m. – 5:30 p.m.	Dinner
5:30 p.m.	Lineup for Convocation
6:00 p.m. – 7:00 p.m.	Convocation Key Note Speaker: JoAnne James
7:30 p.m. – 8:00 p.m.	Initiation Ceremony at the Amphitheatre
8:00 p.m. – 10:00 p.m.	SGA Social Event

**Saturday, August 20**

1:00p.m. - 3:00 p.m.	Get Involved! Student Organizations Fair
3:00 p.m. – 5:00 p.m.	Class of 2020 Lip Sync Battle
5:00 p.m. – 7:00 p.m.	Dinner
7:00 p.m. – 9:00 p.m.	SGA Fashion Show

**IX. 2016-2017 Convocation Schedule**

August 25, 2016	<b><u>Opening Convocation</u></b> <b>Speaker:</b> Interim President Aaron Thompson
September 15, 2016	<b><u>Hispanic Heritage</u></b> <b>Speaker:</b> Julissa Arce Julissa Arce is an emerging and leading voice in the fight for immigrant rights and education equality. She is the chairman and co-founder of the Ascend Educational Fund (AEF). AEF is a college scholarship and mentorship program for immigrant students in New York City, regardless of their ethnicity, national origin, or immigration status.
October 2016	<b><u>Founders Day Convocation</u></b> <b>Speaker:</b> National Alumni Association Program Committee
December 17, 2016	<b><u>Commencement</u></b>
January 19, 2017	<b><u>State of the University Address</u></b> <b>Speaker:</b> Interim President Aaron Thompson

February 2, 2017

**African History Series**

**Performer:** Step Afrika

Step Afrika's performance focuses on the history and development of stepping as an American art form, including an inside look at the international and historical timeline of the tradition.

February 9, 2017

**African History Series**

**Performer:** Roots and Wings Poetry Group

The performing artists of Roots and Wings are part of a theatre project integrating art and performance as catalysts for restoration of self and community, while exploring the links between traditional West African and Appalachian cultures.

February 16, 2017

**African History Series/Men's Conference Convocation**

**Speaker:** Dee-1

Rap artist Dee-1 graduated from Louisiana State University with a degree in mathematics and began his career as a teacher. He focuses on educating students on the trials they will face during and after college, using their career to impact lives, and the importance of managing loans after college.

February 23, 2017

**African History Series**

**Speaker:** Dr. Ricky L. Jones

Dr. Ricky L. Jones currently serves as the Chair of the Pan-African Studies Department at the University of Louisville. His research interests are African American politics and leadership, African American nationalism, and violence and resistance. He has served as a local, national, and international social and political analyst discussing racial and inter-racial violence. Students will receive information on combating inter-racial violence.

March 13, 2017

**Women's Conference Convocation**

**Speaker:** Pending Miss Kentucky State University

April 6, 2017

**Honors Convocation**

**Speaker:** Pending Academic Affairs

May 13, 2017

**Commencement**

## **X. 2016-2017 Campus Wide Events and Programs**

August 23, 2016	Welcome Week Extravaganza
August 26, 2016	Fresh Friday
August 27-28, 2016	Fall Leadership Conference
September 3, 2016	WorldFest, Louisville, KY
September 2016	How Financial Aid Will Affect Your Credit Score
September 2016	Identifying Child Sexual Predators
September 2016	FRIENDS Date Night
September 8, 2016	Freshmen 15: Health Education for the College Student
September 9, 2016	Chopped: Healthy Eating Edition
September 11, 2016	Roots and Heritage Festival, Lexington, KY
September 12, 2016	Wal-Mart Mondays Begin
September 14, 2016	Class Debates
September 16, 2016	Freshmen Pageant
September 17, 2016	Pre-Game Tailgate Party
September 15- October 15, 2016	National Hispanic Heritage Month Programs
September 20, 2016	KSU Jazz, Mocktails, Art, and Poetry
September 20, 2016	Dr. Umar Johnson Lecture: Combating Negative Stereotypes Targeted Toward African-Americans
September 22, 2016	Citizenship and the 14 <sup>th</sup> Amendment Movie and Discussion: <i>14: Dred Scott, Wong Kim Ark &amp; Vanessa Lopez</i>
September 24, 2016	Circle City Classic, Indianapolis, IN
September 27, 2016	Latin Dance Lessons
September 28, 2016	<i>Selena</i> : Movie and Discussion

September 30, 2016	Latino Nights Party
October 2016	Winterize Your Car
October 2016	Buckle Down Brunch: Post Midterm
October-December 2016	Friend to FRIENDS Marketing Competition
October 10-16, 2016	Homecoming Week
October 21, 2016	KSU Skate for a Cure Skating Party
October 25, 2016	No-Beer Pong Tournament
October 26, 2016	Royal Workout: Workout Your Body
October 27, 2016	Pink Friday Breast Cancer Awareness Concert
October 28, 2016	Fright Night at Kings Island Amusement Park, Mason, OH
October 31- December 18, 2016	KSU Angel Tree Program
November 1, 2016	KSU Minute to Win It
November 2, 2016	Royal Workout: Financial Workout
November 3, 2016	Jay Morrison Seminar: Balling Without a Budget Wealth Building Seminar
November 7-11, 2016	National Nontraditional Student Week
November 7, 2016	FRIENDS Service County Potluck
November 8, 2016	FRIENDS Cook-Off
November 9, 2016	FRIENDS Date Night
November 10, 2016	Commonwealth Credit Union Seminar: Six Steps to Financial Freedom
November 11, 2016	Samba Workshop
November 11, 2016	Alpha Sigma Lambda National Nontraditional Student Honors Society Induction Ceremony

December 1, 2016	Michelle Hope Seminar: Healthy Sexual Decisions
December 14, 2016	KSU Relaxation Station
January 17, 2016	Martin Luther King, Jr. Banquet and <i>The Heart of A King</i> Performance
January 18, 2016	Tax Preparation Seminar
January 19, 2016	Royal Workout: Professional Workout
January 28-29, 2016	Spring Leadership Conference
January 31, 2016	Pool Tournament
February 2017	Central State vs. Kentucky State Basketball Games, Wilberforce, OH
February 1, 2017	Royal Workout: Relationship Workout
February 5, 2016	Super Bowl Party
February 6, 2017	Roots and Wings Performance: A Night with the Modern Day Griots
February 7, 2017	West African Hand Drumming Workshop
February 8, 2016	Movie and Discussion
February 10, 2017	Red, Black, and Green (RBG) Skating Party
February 13-17, 2017	Mr. KSU Men's Conference
February 28, 2017	Kelvin Byers Performance: <i>The Dream Keeper: Langston Hughes One Man Show</i>
April 2-8, 2017	SGA Campaign Week
April 10-14, 2017	Miss KSU Women's Conference
April 18, 2017	KSU Jazz, Mocktails, Art, and Poetry
April 23-29, 2017	Spring Fest
May 10, 2017	Senior Trip

# Kentucky State University

Board of Regents Meeting

## **Business Affairs Committee**

**July 22, 2016**

**Regent LaVaughn Henry, Chairperson**

**Regent Elaine Farris**

**Regent David Guarnieri**

**Regent Syamala Reddy**

**Gregory Rush,**

**Vice President of Business Affairs, Staff**

**KENTUCKY STATE UNIVERSITY  
Regular Meeting of the Board of Regents  
Business Affairs Committee  
July 22, 2016  
9:00 am to 10:00 am  
Marriot Griffin Gate Resort  
Lexington, Kentucky**

**MEETING INDEX**

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**KENTUCKY STATE UNIVERSITY**  
**Regular Meeting of the Board of Regents**  
**Business Affairs Committee**  
**July 22, 2016**  
**9:00 am to 10:00 am**  
**Marriot Griffin Gate Resort**  
**Lexington, Kentucky**

**AGENDA**

- |             |   |   |
|-------------|---|---|
| <b>I.</b>   | <b>Call to Order</b>                                  | <b>Regent LaVaughn Henry,<br/>Chairperson</b>               |
| <b>II.</b>  | <b>Roll Call</b>                                      | <b>Gregory Rush, Vice President of<br/>Business Affairs</b> |
| <b>III.</b> | <b>Opening Remarks</b>                                | <b>Regent Henry</b>   |
| <b>IV.</b>  | <b>Approval of Minutes</b>                            | <b>Regent Henry</b>   |
| <b>V.</b>   | <b>Human Resources Report</b>                         | <b>Gregory Rush</b>   |
| <b>IX.</b>  | <b>Preliminary 2015-2016 Financial<br/>Statements</b> | <b>Gregory Rush</b>   |
| <b>X.</b>   | <b>Discussion</b>                                     | <b>Gregory Rush</b>   |
| <b>XI.</b>  | <b>Adjournment</b>                                    |   |

### Agenda Item Background

<b>To:</b>	Board of Regents Business Affairs Committee	<b>Date:</b> July 22, 2016
<b>From:</b>	Gregory Rush, Vice President of Business Affairs	
<b>Subject:</b>	April 21, 2016 Committee Minutes	
<b>Reason for Consideration:</b>	Approval	<b>Enclosures:</b> Yes

**Background:**

The minutes of the Business Affairs Committee meeting for April 21, 2016 require approval in order to become an official part of the committee records.

**Recommendation:**

It is recommended that the Business Affairs Committee approve the minutes of the April 21, 2016 meeting.

Approval

<b>Initiator:</b>	Gregory Rush, Vice President of Business Affairs
<b>Board Action Date:</b>	July 22, 2016
<b>Effective Date:</b>	July 22, 2016

**KENTUCKY STATE UNIVERSITY**  
**Regular Meeting of the Board of Regents**  
**Business Affairs Committee**  
**April 21, 2016**  
**1:00 p.m.**  
**Cooperative Extension Building Conference Room**  
**Frankfort, Kentucky**

**MINUTES**

\*\*\*\*\*

Regent David Guarnieri, in the absence of Regent LaVaughn Henry, Chairperson, called the meeting of the Business Affairs Committee of the Kentucky State University Board of Regents to order at 1:20 p.m. on April 21, 2016. Regent Guarnieri asked the secretary to call the roll:

LaVaughn Henry	Not Present	Elaine Farris	Present
David Guarnieri	Present		
Syamala Reddy	Not Present		

A quorum was declared.

**I. Approval of Minutes**

**Action: Motion to approve the minutes from the January 21, 2016 Business Affairs Committee was made by Regent Farris and seconded by Regent Bearden. The minutes were approved as submitted.**

Regent Guarnieri recognized Mr. Rush to carry the discussion forward.

**II. Vice President's Report**

**Enrollment Deposit**

Vice President Rush stated the University will implement a non-refundable enrollment deposit up to \$150 beginning with the Spring 2017 semester. He stated the collection of this deposit will allow the University to have a better indication of who will enroll each semester and will provide better data earlier in the enrollment process to facilitate planning. With the implementation of this deposit the application fee will be eliminated. Vice President Rush stated that this was a one-time fee that can't be waived. President Burse stated by the time this enrollment deposit goes into effect, the University will have the ability to collect it online. Regent Farris requested an update be given to the Board if the enrollment fee is less than the \$150 that is recommended. President Burse stated the Board will have that information when the budget is adopted next year. Regent Bearden inquired about the number of people that are able to lift holds. President Burse stated that in order to maintain accountability in the system there are only two people able to lift holds.

## **Debt Collection Update**

Vice President Rush stated the University has \$4.5MM placed with four different collection agencies. Vice President Rush stated that a new collection process is being developed and it will be submitted to the President before the end of the month. He stated that at the end of each semester, students who are not enrolled and have an outstanding balance will receive a series of letters and notices on a regular schedule informing them of their outstanding balance. He stated that a University committee is being structured to hear student financial disputes. This committee will provide recommendations to the Vice President of Business Affairs and the President. Vice President Rush stated this process will keep the University in compliance with the requirements of the DOR. Vice President Rush stated that collection success rates will be submitted at the next Board meeting.

## **Human Resources Report**

### **Retirement Audit**

Ms. Rayla Smoot, Director of Human Resources (HR), stated that the audit of the retirement accounts began in December of 2015. Every transaction for each employee is being reviewed for the period 2012-2015 to ensure the employee accounts are up-to-date and correct. Ms. Smoot stated a majority of the Kentucky Teacher Retirement System (KTRS) accounts had errors that had to be corrected and that TIAA-Cref, Valic and Deferred Compensation accounts had very few errors. Ms. Smoot stated that the Kentucky Employee Retirement System (KERS) accounts are being reviewed and that the review is scheduled to be completed by April 30, 2016. Ms. Smoot stated HR staff are working with KERS and KTRS to ensure necessary corrections are made to employee accounts and the target date for completion is June 1, 2016. Vice President Rush stated that there has been a constant and recurring discussion with employees about their retirement accounts not being correct.

### **Workers Compensation**

Ms. Smoot gave a twelve month overview of workers' compensation claims files. She stated most of the injuries were slips, trips and falls. Ms. Smoot stated HR is working to develop a training strategy.

### **Health Insurance**

Ms. Smoot stated the committee is pleased with the new employee benefits broker. As a result of a Request for Proposals issued to health insurance carrier by the benefits broker, a decrease in premiums and improved coverage is anticipated. Vice President Rush stated open enrollment will be in May. Regent McFayden gave accolades to the committee for the hard work they have done in the selection of a new health insurance broker.

### **Security Breach**

Regent Farris inquired about the recent data breach and accountability and responsibility for the breach. Mr. Rush stated this issue is still under review. Regent Guarnieri inquired if employees were still at risk. Attorney Gordon Rowe stated yes, several false tax returns have been filed and someone had tried to open a bank account in the name of an employee. Attorney Rowe stated the University has contacted all three of the major credit reporting agencies, the IRS, and has contracted with Experian to protect the employees. He stated employees were advised to file an identity theft affidavit with the IRS alerting them of the data breach. Attorney Rowe stated steps were being taken through Experian to protect the spouses of employees. He further stated that a training has been scheduled for April 28<sup>th</sup> and 29<sup>th</sup> on security awareness. This training will be conducted by the Kentucky State

Police. Attorney Rowe stated the University is looking at ways to protect employees' information from a technological perspective that would prevent someone from sending similar information without an internal review. Regent Oldham inquired of the financial impact this had on the University. President Burse stated the original projected cost for Experian was between \$65,000 and \$66,000. Attorney Rowe stated the University will pay for about 300 additional employees' spouses.

**Financials**

Assistant Vice President Paul Edwards gave an overview of the financial statements. He stated that cash has decreased \$6.1MM since this time last year particularly due to an increase of \$1MM in Accounts Receivables and the decrease of \$2.1MM in Accounts Payables. He stated both of these factors will cause a decrease in cash. Assistant Vice President Edwards also stated that cash is lower than last year due to timing with grants expenditures and drawdowns and the fact that we have a lower dollar amount of grant expenditures to this point in the year as compared to this time last year. Assistant Vice President Edwards stated student tuition and fees, residence halls and dining revenue are less than the prior year due to a decrease in enrollment. Assistant Vice President Edwards stated the investment income is lower than this time last year by \$1.5MM. This decrease is a reflection of unrealized losses as a result in shifts in market values of the University's currently held investments.

**III. Adjournment**

The meeting adjourned at 2:24 p.m.

Submitted by:

Approved by:

Mr. Gregory Rush, Vice President of Business Affairs

Regent LaVaughn Henry,  
Chairperson

Business Affairs Committee

\_\_\_\_\_ Approved with no corrections

\_\_\_\_\_ Approved with corrections

### Agenda Item Background

<b>To:</b>	Board of Regents Business Affairs Committee	<b>Date:</b> July 22, 2016
<b>From:</b>	Gregory Rush, Vice President of Business Affairs	
<b>Subject:</b>	Human Resources Report	
<b>Reason for Consideration:</b>	Informational Item	<b>Enclosures:</b> Yes

#### Background:

Please see attached.

#### Recommendation:

#### Informational Item

<b>Initiator:</b>	Gregory Rush, Vice President of Business Affairs
<b>Board Action Date:</b>	July 22, 2016
<b>Effective Date:</b>	July 22, 2016

## HUMAN RESOURCES REPORT

### Retirement Audit

The audit of the retirement accounts started on December 22, 2015. Every transaction each month for each employee is being reviewed for the period 2012-2015 to ensure employee accounts are up-to-date and correct. This has proven to be a tedious process. Human Resources staff will work with each retirement agency to ensure any necessary corrections are made to employee accounts. Target completion date for all corrections was June 1, 2016. This has been delayed, the retirement agencies requested we resume meetings in August to avoid their peak season during fiscal year end.

### Health Insurance

2015-2016 enrollment - 251

2016-2017 enrollment - 319

### Department of Labor Audit

The Department of Labor conducted an audit and investigation of overtime practices within the Police department. During the audit it was determined that our managers and employees did not have an understanding of how to calculate overtime. We were asked to review time for all hourly employees from 3/10/14 – 3/10/16 to determine what overtime had not been paid and to start the review of position to ensure they meet the FLSA criteria for exempt and non-exempt.

The human resources staff reviewed time and pay records for the period indicated and our findings are as follows:

- 96 employees were under paid \$34, 308.00
- 22 positions were reviewed to date 7 positions were classified incorrectly.

Our remedies for these findings are:

- Training staff on how to calculate OT
- Training has been conducted with the Police
- Position reviews for all positions to prepare for the December 2016 FLSA law changes

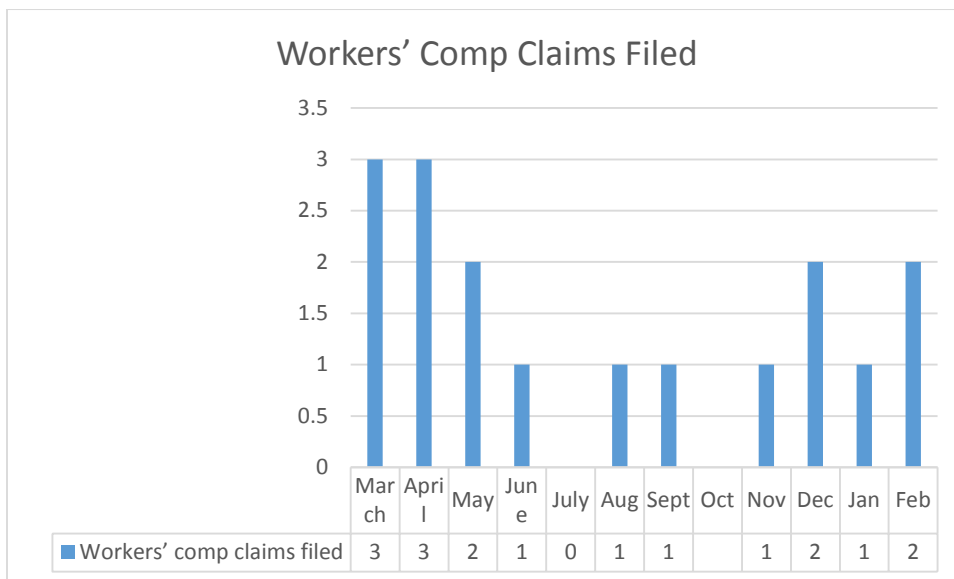
### Six-Month Plan

Human Resources staff have developed a six-month task plan to implement a number of improvements in the area.

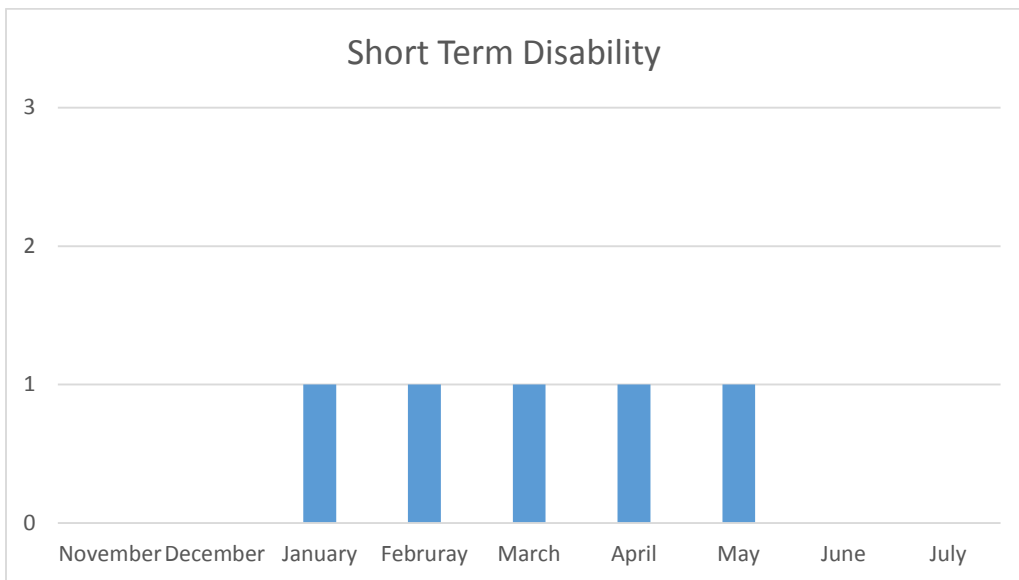
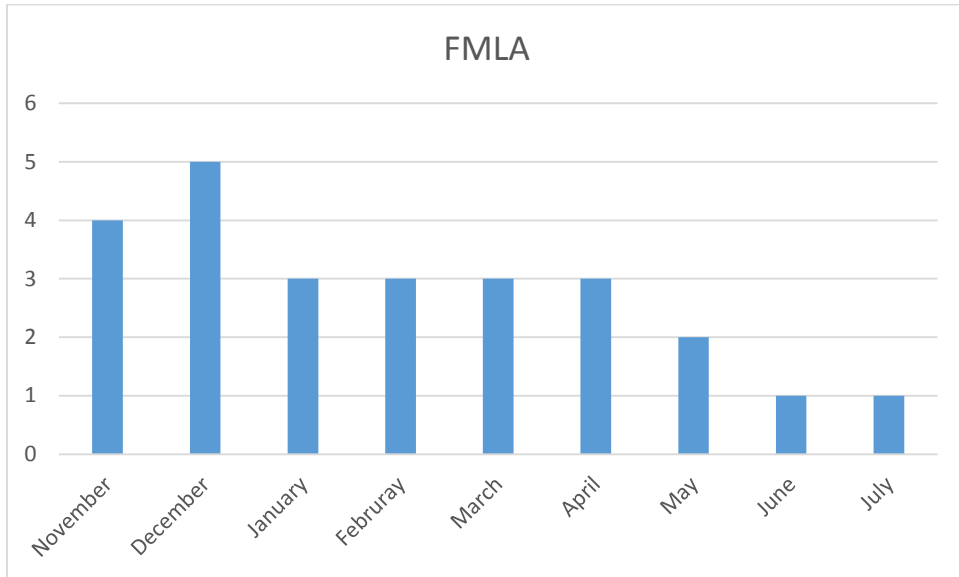
- HR Dashboard – Online portal to view HR statistics and performance measures
  - Basic Dashboard by April 15
  - Enhancements by July 30 will include HR department performance metrics
  - Implemented by August 1
- Review Completed Hiring Process Map with key stakeholders to determine final steps. This process is being revamped for review with President Thompson.
- Performance Appraisals
  - Instrument developed by April 15
  - Supervisor Training by August 31
  - Evaluations due to HR by September 15

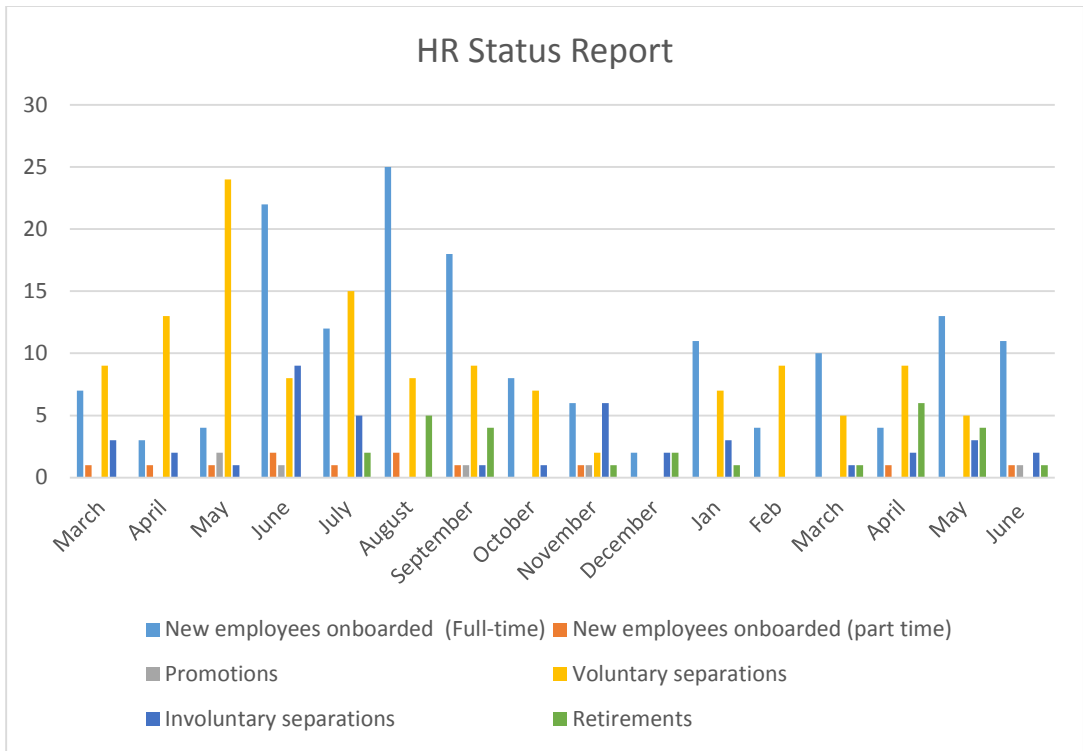
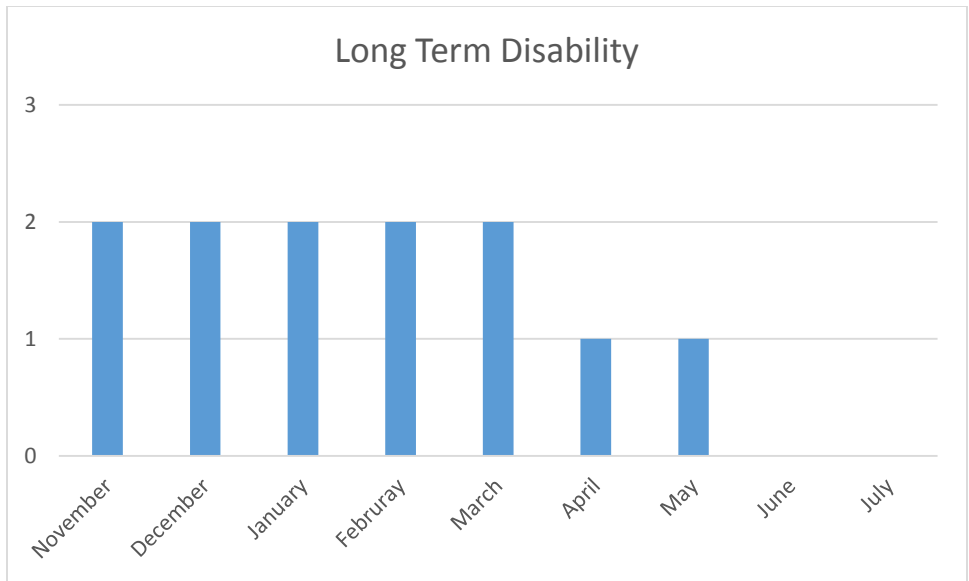
- Payroll
  - Payroll procedures have been documented and are now being updated to include new processes. These processes include overtime calculations, pre-posting reviews, and reviews of timesheets to identify and correct recording errors.
  
- Wellness:
  - Health Fair, Target Date October 1 – delayed to work with new provider
  - Occupational Health Collaboration,
    - Investigate occupational health providers, we have contacted local Urgent Treatment Centers. Preparing for meeting in late July/ early August.
    - Develop a policy for use after employee accidents, in process preparing for legal review
    - Investigate pre-employment physicals and drug screening, in process
  
- New Hire Packet: New Hire packet to be mailed to new hires after accepting an offer of employment. It will include the following items: Banner access form, parking permit application, biographical information form, benefits information and campus map. Completed.
  
- HR Procedures Manual
  - Employees have been tasked with documenting the processes they have as their primary responsibilities. During the documentation process, the team is cross-training to ensure coverage in the event someone is not available to perform their assigned tasks. This process continues as we prepare for Oracle implementation.

**Workers Compensation Overview  
March 2015 – February 2016**



**Leave Statistics  
November 2015 – July 2016**





### Agenda Item Background

<b>To:</b>	Board of Regents Business Affairs and Audit Committees	<b>Date:</b> July 22, 2016
<b>From:</b>	Mr. Gregory Rush, Vice President of Business Affairs	
<b>Subject:</b>	Preliminary 2015-2016 Financial Statements	
<b>Reason for Consideration:</b>	Informational Item	<b>Enclosures:</b> Yes

**Background:**

Preliminary statements are being prepared during the week of July 11<sup>th</sup>. Statements will be forwarded on July 18<sup>th</sup> or 19<sup>th</sup>.

**Recommendation:**

Informational Item

<b>Initiator:</b>	Mr. Gregory Rush, Vice President of Business Affairs
<b>Board Action Date:</b>	July 22, 2016
<b>Effective Date:</b>	July 22, 2016

### Agenda Item Background

<b>To:</b>	Board of Regents Business Affairs Committee	<b>Date:</b> July 22, 2016
<b>From:</b>	Gregory Rush, Vice President of Business Affairs	
<b>Subject:</b>	Approval of Fee Changes – 2016-17	
<b>Reason for Consideration:</b>	Approval	<b>Enclosures:</b> No

**Background:**

The maximum that the University can charge for dual credit courses is \$52 per credit hour per a new agreement with the Kentucky Higher Education Assistance Authority. The current approved tuition rate is \$55 per credit hour.

As the University proceeds with the digital textbook project, the graduate programs will be included in the project. As a result, a fee of \$20 per credit hour for graduate courses is submitted for approval.

**Recommendation:**

It is recommended that the Business Affairs Committee approve the revised dual credit tuition rate and the text book fee for graduate courses.

Approval

<b>Initiator:</b>	Gregory Rush, Vice President of Business Affairs
<b>Board Action Date:</b>	July 22, 2016
<b>Effective Date:</b>	July 22, 2016

# Kentucky State University

Board of Regents Meeting

## Audit Committee

**July 21, 2016**

**Regent Mindy Barfield, Chairperson**

**Regent Karen Bearden**

**Regent David Guarnieri**

**Regent Hettie Oldham**

**Gregory Rush,**

**Vice President of Business Affairs, Staff**

**KENTUCKY STATE UNIVERSITY**  
**Regular Meeting of the Board of Regents**  
**Audit Committee**  
**July 21, 2016**  
**Marriot Griffin Gate Resort**  
**Lexington, Kentucky**

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**KENTUCKY STATE UNIVERSITY**  
**Regular Meeting of the Board of Regents**  
**Audit Committee**  
**July 21, 2016**  
**Marriot Griffin Gate Resort**  
**Lexington, Kentucky**

**AGENDA**

- |             |                              |   |
|-------------|------------------------------|---|
| <b>I.</b>   | <b>Call to Order</b>         | <b>Regent Mindy Barfield,<br/>Chairperson</b>               |
| <b>II.</b>  | <b>Roll Call</b>             | <b>Gregory Rush, Vice President of<br/>Business Affairs</b> |
| <b>III.</b> | <b>Opening Remarks</b>       | <b>Regent Barfield</b>                                      |
| <b>IV.</b>  | <b>Approval of Minutes</b>   | <b>Regent Barfield</b>                                      |
| <b>V.</b>   | <b>Internal Audit Report</b> | <b>Ingram Quick, Internal Auditor</b>                       |
| <b>VI.</b>  | <b>Discussion</b>            | <b>Gregory Rush</b>   |
| <b>VII.</b> | <b>Adjournment</b>           | <b>Gregory Rush</b>   |

### Agenda Item Background

<b>To:</b>	Board of Regents Audit Committee	<b>Date:</b> July 21, 2016
<b>From:</b>	Gregory Rush, Vice President of Business Affairs	
<b>Subject:</b>	April 21, 2016 Committee Minutes	
<b>Reason for Consideration:</b>	Approval	<b>Enclosures:</b> Yes

#### Background:

The minutes of the Audit Committee meeting for April 21, 2016 require approval in order to become an official part of the committee records.

#### Recommendation:

It is recommended that the Audit Committee approve the minutes of the April 21, 2016 meeting.

#### Approval

<b>Initiator:</b>	Gregory Rush, Vice President of Business Affairs
<b>Board Action Date:</b>	July 21, 2016
<b>Effective Date:</b>	July 21, 2016

**KENTUCKY STATE UNIVERSITY**  
**Regular Meeting of the Board of Regents**  
**Audit Committee**  
**April 21, 2016**  
**1:00 p.m.**  
**Cooperative Extension Building Conference Room**  
**Frankfort, Kentucky**

**MINUTES**

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Regent Mindy Barfield, Chairperson, called the meeting of the Audit Committee of the Kentucky State University Board of Regents to order at 1:05 p.m. on April 21, 2016. Regent Barfield asked the secretary to call the roll:

Mindy Barfield	Present	Hettie Oldham	Present
Karen Bearden	Present		
David Guarnieri	Present		

A quorum was declared.

**I. Approval of Minutes**

**Action: Motion to approve the minutes from the January 21, 2016 Audit Committee was made by Regent Bearden and seconded by Regent Guarnieri. The motion was approved unanimously.**

Regent Guarnieri recognized Mr. Rush to carry the discussion forward.

**II. Vice President's Report**

**Acceptance of 2014-2015 Single Audit Reports Under OBM Circular A-133**

Vice President Rush stated at the last Board meeting Crissy Fiscus with Dean Dorton Allen Ford presented a draft of the A-133. He stated the only change in the report was that there was a finding related to Perkins Loans. Management's response to the finding was to train staff and create procedures to make certain entrance counseling is done properly. He stated entrance counseling had been provided but not properly documented.

**Action: Motion to approve the 2014-2015 Single Audit Reports Under OMB A-133 as amended was made by Regent Bearden and seconded by Regent Guarnieri. The motion was approved unanimously.**

### **III. Internal Audit Report**

Mr. Ingram Quick, Internal Auditor, gave an overview of corrective actions implemented to address significant issues identified in the 2015 A-133 Single Audit Report and management's plan to address significant issues identified in the Bursar Office audit report. Mr. Quick stated corrective action had been implemented and working effectively for two of the four significant issues identified in the 2015 Single Audit Report. These issues were related to the University not serving the minimum number of students as required by the Federal program, TRIO, and the inaccuracy of withdrawal dates used to calculate the return of Title IV funds. One issue, which was a repeat finding from the 2014 Single Audit Report, was in the process of being implemented. The repeat finding was that General ledger accounts were not reconciled on a quarterly basis. No corrective action had been taken for the other issue noted in the 2015 Single Audit Report. This issue was related to the adequacy of documentation obtained to provide assurance students were provided counseling regarding Perkins Loans. Mr. Quick stated that management informed him a plan had been developed to require periodic reconciliations of all university accounts.

Mr. Quick stated the Bursar Office provided him with their plan to address the findings in the Bursar Office audit report. Mr. Quick stated follow-up work will begin in mid-June to allow for the department to implement corrective actions and to provide the auditor with a sufficient amount of activity to review. Mr. Quick informed the Board of Regents that the results of the follow-up work will be provided to them at the July Board Meeting. Regent Barfield asked if there were any material findings noted in the report. Mr. Quick stated the findings in regard to noncompliance with the tuition and fee schedule were material as any overcharge or error to a student's account is significant. Mr. Quick reported that remedial action had been taken by management to correct inaccurate and inappropriate charges to student's accounts.

### **IV. Adjournment**

The meeting adjourned at 1:19 p.m.

Submitted by:

Approved by:

Mr. Gregory Rush, Vice President of Business Affairs

Regent Mindy Barfield, Chairperson

Audit Committee

\_\_\_\_\_ Approved with no corrections

\_\_\_\_\_ Approved with correction

### Agenda Item Background

<b>To:</b>	Board of Regents Audit Committee	<b>Date:</b> July 21, 2016
<b>From:</b>	Ingram Quick, Internal Auditor	
<b>Subject:</b>	Follow-Up on Bursar's Office Report	
<b>Reason for Consideration:</b>	Informational Item	<b>Enclosures:</b> Yes

#### Background:

Please see attached.

#### Recommendation:

#### Informational Item

<b>Initiator:</b>	Ingram Quick, Internal Auditor
<b>Board Action Date:</b>	July 21, 2016
<b>Effective Date:</b>	July 21, 2016

**Office of Internal Audit  
Kentucky State University  
Audit Follow-Up of Bursar Office Review issued January 2016**

**Scope and Purpose**

Below is the audit follow-up of the Bursar Office Review issued January 2016. It encompasses significant issues identified during the audit and provides feedback to stakeholders on the progress of implementing management's corrective action plan. Not only is this a strong governance and risk management practice, it is also included in the Charter for the Office of Internal Audit.

The status of corrective action will fall into one of the following categories:

- **The corrective action has been implemented.** This means management has implemented the corrective action plan and an assessment was performed by the internal auditor to evaluate its effectiveness.
- **In process.** This means that some corrective action has been implemented but not completed.
- **No action taken yet.** This means that corrective action has not been evaluated, planned or implemented.
- **Assumption of risk.** This means that corrective action has been evaluated and no further action is intended. The department assumes the risk associated with the issue.

There has been progress in addressing the issues through implementation of corrective actions. While the Office of Internal Audit does not implement the corrective actions, the office is often the catalyst for change that results in a more efficient and effective organization. I will continue to work with the necessary departments to ensure significant issues and risks are addressed. My intention is to follow-up on outstanding issues periodically (e.g., quarterly) until corrective action has been implemented and assessed for effectiveness.

<b>Audit Area: Cash Management</b>	
<b>Audit Issue</b>	There were 6 of 18 instances in which cash and check receipts were not deposited in the bank in a timely manner. The number of days between the transaction date and the date the receipts were deposited in the bank ranged from two to six days.
<b>Audit Recommendation</b>	All cash, check and credit card receipts should be deposited in the bank daily in accordance with Bursar Office policy. This would help safeguard the funds and accurately reflect the information within the Banner system.
<b>Management's Response</b>	Management concurred with and planned to implement the audit recommendation noted. In addition, management stated the following: <i>"The Bursar Office is exploring the option of purchasing a cash recycler from Fifth Third Bank that would electronically deposit cash receipts real-time."</i>
<b>Current Status</b> <i>(Implemented, In process, No action yet taken)</i>	In process.
<b>Implementation Date</b>	Corrective action was to be implemented on 3/15/16.
<b>Indicator of Implementation / Progress</b>	A sample of ten cash and check receipts was tested to verify timeliness. There was one instance in which a cash receipt was not deposited in the bank in a timely manner. The number of days between the transaction date and the date the cash was deposited in the bank was four days.
<b>Audit Area: Cash Management</b>	
<b>Audit Issue</b>	There were four instances in which checks were not posted to the Banner system in a timely manner. The number of days between the check date and the date the funds posted to the Banner system ranged from 2 to 54 days.
<b>Audit Recommendation</b>	All funds should be posted to the appropriate Banner system account upon receipt. It is imperative that Bursar Office staff provide regular review of individual transactions for appropriateness and completeness. Ultimately, this will help ensure the reliability of information for management analysis.
<b>Management's Response</b>	Management concurred with and planned to implement the audit recommendation noted. In addition, management stated the following: <i>"The Bursar Office will update policies and procedures to reflect that any cash or check receipts brought to the Bursar Office needs to be accompanied by a transmittal form."</i>
<b>Current Status</b>	In process.
<b>Implementation Date</b>	Corrective action was to be implemented on 3/15/16.

<b>Audit Area: Cash Management</b>	
<b>Indicator of Implementation / Progress</b>	A sample of 27 checks was tested to verify they were posted to the Banner system in a timely manner. There were 14 instances (52%) in which the checks did not post to the financial system in a timely manner. The number of days between the check date and the date the funds posted to the Banner system ranged from 8 to 35 days. It should be noted that the checks were posted to the financial system a day after they were received in the Bursar Office.
<b>Audit Issue</b>	There is no documented policy instructing departments and programs on when cash and check receipts on hand need to be taken to the Bursar Office for deposit.
<b>Audit Recommendation</b>	A university wide policy should be established which instructs departments and programs on when cash and check receipts on hand need to be taken to the Bursar Office for deposit.
<b>Management's Response</b>	Management concurred with and planned to implement the audit recommendation noted.
<b>Current Status</b>	In process.
<b>Implementation Date</b>	The corrective action was to be implemented on 4/1/16.
<b>Indicator of Implementation / Progress</b>	Finance and Business Affairs informed Internal Audit that a Cash Handling policy is documented in the revised April 2010. Finance and Business Affairs will disseminate the policy to departmental personnel so they are aware of the policy and understand requirements.
<b>Audit Issue</b>	There were four instances where completed tuition waiver forms were not posted to the Banner system in a timely manner. The number of days between the date the form was signed by the appropriate Cabinet official (or designee) and the date the tuition waiver posted to the student's account ranged from 11 to 21 days.
<b>Audit Recommendation</b>	Human Resources should coordinate with Financial Aid to ensure completed tuition waiver forms are applied to the eligible students' accounts in a timely manner. During registration, appropriate Financial Aid personnel should periodically check with Human Resources to identify any approved tuition waiver forms or any forms awaiting approval.

<b>Audit Area: Cash Management</b>	
<b>Management's Response</b>	Management concurred with and planned to implement the audit recommendation noted.
<b>Current Status</b>	In process.
<b>Implementation Date</b>	The corrective action was to be implemented on 4/1/16.
<b>Indicator of Implementation / Progress</b>	A sample of five Employee Tuition Waiver Forms was tested to verify they were processed in a timely manner. Four out of the five forms were not processed in the Banner system in a timely manner. The number of days between the date the form was signed by the appropriate Cabinet official and the date the tuition waiver posted to students' accounts ranged from 17 to 38 days.
<b>Audit Issue</b>	
	For both of the monthly reconciliations reviewed, a cumulative difference of \$5,510 was identified. The transactions in question dated back to September 2014. Although the Accounting Department was in the process of researching, there was no documented evidence the differences had been resolved at the time of the review. The lack of a documented resolution increases the risk that systemic issues, fraud, or errors may not be detected and as a result would not be prevented in the future.
<b>Audit Recommendation</b>	
	The reconciliation of student payments and departmental deposits received during the month, the related Banner system account, and the related bank account should be performed at least monthly to detect unauthorized activity, unexpected payments, and other discrepancies. Any differences identified should be researched and resolved in a timely manner. The reconciliation should be subject to a formal review, evidenced by way of the reviewer's signature and the date of review.
<b>Management's Response</b>	Management concurred with and planned to implement the audit recommendation noted.
<b>Current Status</b>	In process.
<b>Implementation Date</b>	The corrective action was to be implemented on 3/8/16.
<b>Indicator of Implementation / Progress</b>	A sample of two monthly reconciliations was reviewed to verify accuracy and completeness. For both reconciliations reviewed, a cumulative difference of \$7,619 was identified. The transactions which need to be researched and resolved dated back to October 2014. Although the reconciliations were reviewed and approved by management, there was no documented evidence the differences had been resolved at the time of the review.

<b>Audit Area: Cash Management</b>	
<b>Audit Issue</b>	There were two of five instances in which returned payments were not recorded in the Banner system in a timely manner. There were three of five instances where the returned payment did not result in a return check fee being applied to the student's account as required by the Tuition and Fee Schedule approved by the Board of Regents. Although the risk is similar, the Internal Auditor was made aware that payments made through the online payment service provider (Touchnet) are not subject to a fee if returned for insufficient funds.
<b>Audit Recommendation</b>	Returned payments should be recorded on the student's account immediately. This should be done to ensure student account balances are current and accurate for management analysis. Appropriate personnel should consider applying a return check fee for returned payments which originated online with our third party service provider (Touchnet). A policy which would prohibit persons to pay with checks that have been identified as repeat offenders regarding returned payments should be explored.
<b>Management's Response</b>	Management concurred with and planned to implement the audit recommendation noted.
<b>Current Status</b>	In process.
<b>Implementation Date</b>	The corrective action was to be implemented on 2/15/16.
<b>Indicator of Implementation / Progress</b>	A sample of three returned payments was reviewed to ensure they were reversed in the Banner financial system in a timely manner and to verify the appropriate fee was applied to the student. All three returned payments were reversed in the Banner system in a timely manner. However, each of the three returned payments resulted in either no fee being applied to the student's account (Touchnet) or an inappropriate fee was charged tom the student.
<b>Audit Issue</b>	The daily reconciliation of the cashier's register is not performed in the presence of two individuals. There were instances in which the Cashier Check-Out Forms were not reviewed or approved by the Cashier Supervisor as evidenced by way of a signature and date. There were instances in which the Cashier Check-Out and Deposit Recap Forms were not fully completed.
<b>Audit Recommendation</b>	The daily reconciliation of cashier's register should be performed in the presence of two persons (dual control) at the end of each work day. Any differences identified between the Cashier Check-Out Forms and cashier detail reports should be researched and resolved. The preparer should sign and date the reconciliation upon completion. The reconciliation should be subject to a formal review, evidenced by way of the reviewer's signature and the date of review.

<b>Audit Area: Cash Management</b>	
<b>Management's Response</b>	Management concurred with and planned to implement the audit recommendation noted.
<b>Current Status</b>	In process.
<b>Implementation Date</b>	The corrective action was to be implemented on 1/25/16.
<b>Indicator of Implementation / Progress</b>	A sample of six Cashier Check-Out forms was tested to verify accuracy, completeness and to ensure they were performed in the presence of two individuals. All of the forms were calculated correctly and agreed to the system generated detail reports. However, there were four instances in which the daily reconciliations of cashiering activity were not performed in the presence of two individuals as evidenced by way of the reviewer's signature and date of the review.
<b>Audit Area: Tuition and Fee Compliance</b>	
<b>Audit Issue</b>	Cashiers have the ability to view and adjust system receipt information and activity reports from the Banner system prior to and during their daily checkout process without supervisor review. This allows the cashier to be aware of revenue receipt balances prior to closing their register. This increases the risk that funds could be diverted for personal use without detection.
<b>Audit Recommendation</b>	Appropriate personnel should determine whether the Banner system has security features to prohibit cashier access to receipt information / activity reports. If so, these controls should be activated. In the absence of these security features, compensating controls (e.g., unannounced cash counts by supervisor) could be performed to help ensure the accuracy of revenue receipts.
<b>Management's Response</b>	Management concurred with and planned to implement the audit recommendation noted.
<b>Current Status</b>	In process.
<b>Implementation Date</b>	The corrective action was to be implemented on 4/1/16.
<b>Indicator of Implementation / Progress</b>	The Bursar Office is currently working to fill vacant positions by the beginning of Fall 2016 semester. Once Bursar Office staff has been replenished, they will explore the feasibility of prohibiting cashier access to receipt information / activity reports in the Banner system.
<b>Audit Issue</b>	There were instances where bookstore charges applied to the students' accounts in Banner did not agree to the bookstore charges reported in the Blackboard system. The Banner system included the bookstore charge as part of the student's bill while the Blackboard system did not have any record of the transaction.

<b>Audit Area: Tuition and Fee Compliance</b>	
<b>Audit Recommendation</b>	The Bursar Office should work with Information Technology to facilitate the process of recording students' book store charges to their accounts in the Banner system. A review should be performed to ensure that the proper amount of bookstore charges were applied to students' accounts.
<b>Management's Response</b>	Management concurred with and planned to implement the audit recommendation noted.
<b>Current Status</b>	No action taken yet. ( <i>Auditor's Note: The corrective action was not scheduled to be implemented until the beginning of the Fall 2016 semester.</i> )
<b>Implementation Date</b>	The corrective action will be implemented on 8/1/16.
<b>Indicator of Implementation / Progress</b>	Beginning Fall 2016, the University will provide full and part time undergraduate students with a book scholarship. The scholarship will be offset with a book fee. Internal Audit will perform testing to determine whether or not the scholarship and fee are applied appropriately.
<b>Audit Issue</b>	
<b>Audit Recommendation</b>	There was one instance in which the tuition charged to the student was not in agreement with the applicable Tuition and Fee Schedule for the semester. The student was charged the undergraduate non-resident rate for tuition although Admissions has the student listed as a resident of Kentucky.
<b>Management's Response</b>	The Office of Admissions should ensure the student's residency is accurately reflected in the Banner system based on the source document used to capture resident status (e.g., application). Periodic monitoring by management could be performed to verify information from random student's applications are accurately reflected in the Banner system.
<b>Management's Response</b>	Management concurred with and planned to implement the audit recommendation noted.
<b>Current Status</b>	In process.
<b>Implementation Date</b>	The corrective action was to be implemented on 3/7/16
<b>Indicator of Implementation / Progress</b>	A sample of five student file folders was tested to verify the necessary documentation is included to verify residency. All of the student file folders were located and contained the required documentation to verify residency. The students were charged the correct tuition rate based on their residency status.

<b>Audit Area: Tuition and Fee Compliance</b>	
<b>Audit Issue</b>	The Choice Act of 2014 requires colleges and universities to provide resident-rate tuition and fee charges to covered veterans and their dependents. During the Fall 2015 semester, Kentucky State University had 60 registered students who qualified to receive this benefit. Nine of these students were charged the non-resident rate for tuition and fees.
<b>Audit Recommendation</b>	The Bursar Office should coordinate with the Registrar's Office, particularly the Veteran Affairs liaison, to ensure that veterans and their dependents covered by federal regulations are receiving the benefits they are entitled to.
<b>Management's Response</b>	Management concurred with and planned to implement the audit recommendation noted.
<b>Current Status</b>	Corrective action has been implemented and working effectively.
<b>Implementation Date</b>	Corrective action was implemented on 3/15/16.
<b>Indicator of Implementation / Progress</b>	The total population of eligible veterans and their dependents was reviewed to verify they were charged appropriately for tuition and fees. All eligible veterans and their dependents were charged the appropriate rate for tuition and fees.
<b>Audit Area: General Administration</b>	
<b>Audit Issue</b>	There are no detailed policies and procedures to guide personnel in the performance of their job duties. This increases the risk of noncompliance with intended policies and procedures. This could also lead to inconsistencies and inefficiencies with activity processing.
<b>Audit Recommendation</b>	A written internal policies and procedures manual should be developed to guide personnel in the administration of activity. The internal policies and procedures manual should include sufficient detail for each job duty performed, copies of forms used, and the procedures followed in the processing of activity.
<b>Management's Response</b>	Management concurred with and planned to implement the audit recommendation noted.
<b>Current Status</b>	Corrective action has been implemented.
<b>Implementation Date</b>	Corrective action was implemented on 5/1/16.

<b>Audit Area: General Administration</b>	
<b>Indicator of Implementation / Progress</b>	The Bursar Office stated they have reorganized and revised the existing policy and procedure manual. The manual will be used to guide personnel in the performance of their job duties.
<b>Audit Issue</b>	Due to the mail initially going to the Xerox Solution Center and Mail Room prior to delivery to departments, there is an increased risk that payments or donations to the university may be inappropriately or not specifically addressed. This would result in an untimely delivery to the Bursar Office for deposit.
<b>Audit Recommendation</b>	Appropriate personnel should explore the feasibility of centralizing the receipt of incoming mail (e.g., post office box). Centralizing the receipt of incoming mail serves as a control to prevent loss and/ or theft of mail. This is especially relevant for departments like the Bursar Office which receive high volumes of payments through the mail.
<b>Management's Response</b>	Management concurred with and planned to implement the audit recommendation noted.
<b>Current Status</b>	In process.
<b>Implementation Date</b>	Corrective action was to be implemented on 4/15/16.
<b>Indicator of Implementation / Progress</b>	Contractual negotiations with Xerox are currently underway.
<b>Audit Issue</b>	Kentucky State University contracts with third party vendors to provide debt recovery services on behalf of the university. No one in the Bursar Office reviews the invoices to ensure the completeness and accuracy of the student debt collected. Also there is no verification of the collection fee charged by the vendors to ensure accordance with contractual terms.
<b>Audit Recommendation</b>	Appropriate personnel should review vendor's invoices to ensure that student debt collected is complete and accurate. Personnel should also review all supporting documentation to ensure the collection fee is in compliance with contractual terms prior to approval of payment. If the invoice and supporting information do not clearly provide this level of detail, additional explanation should be provided.

**Audit Area: General Administration**

<b>Management's Response</b>	Management concurred with and planned to implement the audit recommendation noted.
<b>Current Status</b>	In process.
<b>Implementation Date</b>	The corrective action was to be implemented on 4/1/16.
<b>Indicator of Implementation / Progress</b>	The Bursar Office is working with debt recovery service providers to obtain sufficient supporting documentation to verify the accuracy and completeness of payment activity and to ensure collection fees are in agreement with contractual terms.

### Agenda Item Background

<b>To:</b>	Board of Regents Audit Committee	<b>Date:</b> July 21, 2016
<b>From:</b>	Ingram Quick, Internal Auditor	
<b>Subject:</b>	Fiscal Year 2016-2017 Audit Plan	
<b>Reason for Consideration:</b>	Informational Item	<b>Enclosures:</b> Yes

#### Background:

Please see attached.

#### Recommendation:

#### Informational Item

<b>Initiator:</b>	Ingram Quick, Vice President of Business Affairs
<b>Board Action Date:</b>	July 21, 2016
<b>Effective Date:</b>	July 21, 2016

**OFFICE OF INTERNAL AUDIT**  
**KENTUCKY STATE UNIVERSITY**

AARON THOMPSON  
INTERIM PRESIDENT

KAREN BEARDEN  
BOARD OF REGENTS



INGRAM QUICK, CHIEF AUDIT EXECUTIVE

**Transmittal Letter**

July 8, 2016

Dr. Aaron Thompson  
Interim President  
Kentucky State University  
Hume Hall 201  
Frankfort, KY 40601

**Subject: Fiscal Year 2017 Audit Plan**

**Introduction**

Enclosed is the fiscal year 2017 audit plan for the Office of Internal Audit. This outlines the activities where internal audit resources will be dedicated. Professional internal audit standards, as well as the Office of Internal Audit Charter, require the preparation of an audit plan. In accordance with protocol, this plan does require approval by the Board of Regents.

**Methodology**

The framework for the methodology, and the actual process for developing the audit plan, is explained in the following.

**Framework**

This plan was developed using a risk-based methodology. The methodology incorporates the COSO - Enterprise Risk Management framework. This is a risk model commonly used in the internal audit profession. This approach allows for

the evaluation of institutional units as well as major business processes in a systematic, consistent framework. By using this approach, the Office of Internal Audit (OIA) is better able to dedicate resources that ensure Kentucky State University achieves its strategic objectives.

## Process

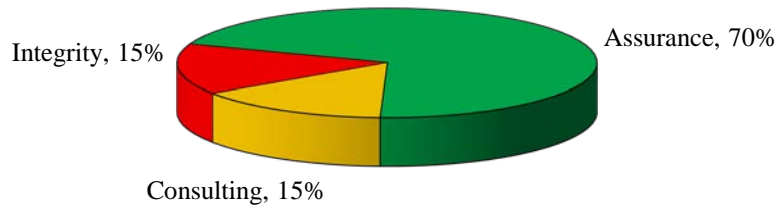
The following details the process for developing the audit plan.

- 1. Identify Kentucky State University's Audit Universe.** All audit units (e.g., programs, processes) for Kentucky State University were identified. These units constitute the audit universe for Kentucky State University. The identification was achieved using a variety of sources, including organizational charts, institutional knowledge, financial system data, enterprise policies and procedures, budgetary documents and input from key stakeholders.
  - There were a total of 142 auditable units identified.
  
- 2. Stratify Audit Universe.** Kentucky State University's audit universe was stratified to identify the units that pertain to the Office of Internal Audit and those that should be covered by other auditors (e.g., external, state, federal). The Office of Internal Audit's core service for each pertinent audit unit was determined.
  - The OIA's audit universe consists of 134 audit units.
  
- 3. Risk Assessment.** The risk assessment approach is based on the COSO - Enterprise Risk Management framework. Eight different risk factors were used to evaluate each audit unit in the Office of Internal Audit's universe. The factors included items such as prior audit results, complexity of operations, and relevance to strategic objectives. The units were ranked as high, medium, or low risk.
  - There were a total of 67 audit units ranked as high risk.
  
- 4. Identification of Major Risks.** Kentucky State University's major risks, from an internal audit perspective, were identified. The identification of these risks helps ensure resources are allocated to the most critical areas and processes.
  - The major risks identified are in Table 1 on the following page.

Table 1 - Kentucky State University's Major Risks		
Governance	Financial	Human Resources
<ul style="list-style-type: none"> <li>• Transition management</li> <li>• Business strategy</li> <li>• Organizational structure</li> <li>• Ethical culture and environment</li> <li>• Independent oversight</li> <li>• Accountability and transparency</li> <li>• Compliance with laws and regulations</li> <li>• Performance metrics</li> </ul>	<ul style="list-style-type: none"> <li>• Financial management and practices</li> <li>• Fiscal sustainability</li> <li>• Business strategy assumptions</li> <li>• Reliability and transparency</li> <li>• Accountability</li> <li>• Safeguarding of assets</li> <li>• Fraud</li> <li>• Debt management</li> </ul>	<ul style="list-style-type: none"> <li>• Change management and culture</li> <li>• Capacity</li> <li>• Knowledge, skills and abilities</li> <li>• Succession planning</li> <li>• Training</li> <li>• Talent – attraction and retention</li> <li>• Compensation policies</li> <li>• Health and safety</li> </ul>
Operational	External	Information Technology
<ul style="list-style-type: none"> <li>• Accreditation</li> <li>• Organizational change</li> <li>• Performance management and metrics</li> <li>• Quality of services</li> <li>• Operational synergies</li> <li>• Complexity of operations</li> <li>• Communication</li> <li>• Reputation</li> <li>• Business Continuity Planning</li> <li>• Process improvement</li> </ul>	<ul style="list-style-type: none"> <li>• Fiscal and economic conditions</li> <li>• Customer expectations</li> <li>• Workforce Development</li> <li>• Capital availability</li> <li>• Financial markets</li> <li>• Regulatory environment and mandates</li> <li>• Unemployment and underemployment</li> <li>• Severe weather event</li> <li>• Reputational PR disaster</li> </ul>	<ul style="list-style-type: none"> <li>• Maximizing benefits of system functionalities</li> <li>• Business data integrity and validity</li> <li>• Data Security</li> <li>• Mobile Devices</li> <li>• Business interruption</li> <li>• Privacy of customer information</li> <li>• Document management program</li> <li>• Social networks</li> </ul>

**5. Office of Internal Audit Resources.** The available resources (i.e., staff hours) for the Office of Internal Audit were determined. Available project hours were calculated after adjusting for staff's paid leave time, required training, and administrative tasks. The target utilization rate for audit staff is 75%. The available resources were allocated by core service as illustrated in Chart 1.

**Chart 1 – Available Audit Resources (by Core Service)**



**6. Allocation of OIA Resources.** The Office of Internal Audit’s resources were allocated to each of the projects ranked as high risk. This was done in order to provide complete coverage of these projects.

- The audit cycle required to provide coverage of all high risk areas is approximately 15 years.

**7. Audit Plan Completion.** The final audit plan was developed by assigning the audit units (with OIA resources allocated) to a specific fiscal year. The capacity and capability of the Office of Internal Audit was evaluated to ensure the project can be performed. In some cases, such as Information Technology services, external consultants are required. In developing the final plan, the following factors were considered:

- Alignment with Kentucky State University’s core strategic objectives
- Enterprise-wide processes and tasks
- Mitigation of Kentucky State University’s major risks
- Impact on service delivery efforts
- Coverage of all strategic objectives and Kentucky State University Departments

## **Audit Plan**

The fiscal year 2017 audit plan is presented in the following section of this document. It is important to note that the audit plan is a flexible document that is intended to allow for changes as circumstances warrant. While the Office of Internal Audit strives to follow the plan, unforeseen circumstances require the ability to act quickly and reallocate resources appropriately.

## **Conclusion**

The audit plan demonstrates the Office of Internal Audit's commitment to its mission of providing value added internal auditing services as well as its commitment to continuous improvement of services. These services ultimately help Kentucky State University achieve its core strategic objectives. In an effort to leverage resources to provide quality professional internal audit services, I have limited the scope of work to what can realistically be accomplished with the staff resources available.

If you have any questions, or wish to discuss any of these items in further detail, please let me know.

Sincerely,



---

Ingram Quick, CIA, CFE  
Chief Audit Executive

cc: Kentucky State University Board of Regents

## **Fiscal Year 2017 Audit Plan**

The audit plan is in order by the Office of Internal Audit's core services. Within each core, the specific type of service is presented. Under each type of service, the project is listed. The order of presentation within each core service is not meant to represent prioritization; it is only done for ease of use. The project number noted is for reference to OIA's long range audit plan only. In addition, projects from prior years that are yet to be completed are noted since OIA resources will be dedicated to these in fiscal year 2017.

*(A five year long range audit plan for Kentucky State University is located in Chart 2 in the Appendix)*

The detailed audit plan, which begins on the following page, covers the following core services.

### **Assurance Services**

- ✓ Expenditures
- ✓ Operational

### **Consulting Services**

- ✓ Consultation
- ✓ Education / Training

## I. Assurance Services

### Expenditures

These reviews provide assurance that disbursement activity risks are sufficiently mitigated so that accountability for funds is achieved in an efficient and effective manner.

<u>Department</u>	<u>Division</u>	<u>Project Name</u>	<u>Project Number</u>
<b>Business Affairs</b>	N/A	Printing Contract	102.02
<b>President's Office</b>	N/A	Presidential Expenses	102.08

### Operational

These reviews provide assurance that risks are sufficiently mitigated so that departments / programs can achieve operational objectives in an efficient, effective, and accountable manner.

<u>Department</u>	<u>Division</u>	<u>Project Name</u>	<u>Project Number</u>
<b>Business Affairs*</b>	N/A	Vendor Payment Process	103.08
<b>Enterprise</b>	N/A	Grants ( <i>A-133 non-majors, i.e., not tested</i> )	103.11

\*Prior year project that is not yet completed.

## II. Consulting Services

In general, consulting services are initiated by methods other than the annual risk assessment. They may or may not require significant audit resources, and are intended to be value-added for the client.

### Consultation

This value added service is provided to help identify business best practices, and to ensure major risks are identified and mitigated as needed. These projects generally do require a significant investment of internal audit resources. These involve a wide range of issues which are important to Kentucky State University's operations.

<u>Department</u>	<u>Division</u>	<u>Project Name</u>	<u>Project Number</u>
<b>Board of Regents</b>	N/A	Special Requests	200.01
<b>Enterprise</b>	N/A	Fiscal Best Practices – Self Assessment Guide	200.02
<b>President's Office</b>	N/A	Special Requests	200.05

### Education / Training

This proactive service allows sharing of the Office of Internal Audit's expertise and experience in critical operational issues.

<u>Department</u>	<u>Division</u>	<u>Project Name</u>	<u>Project Number</u>
<b>Enterprise</b>	N/A	Training – Cash Handling	201.01

# Appendix

## Long-Range Audit Plan – Chart 2

Chart 2 depicts the resource allocation (audit hours) for each project listed in the long range plan, which is done on a five year schedule. This is included for informational purposes only and does not require approval. Only the annual audit plan requires approval by the Board of Regents.

				Allocation of Resources					
				Fiscal Year	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<b>1. Assurance Services</b>				<b>Total Hours Available</b>	798	798	798	798	798
				<b>Total Hours Allocated</b>	798	840	798	798	798
				<b>Balance</b>	-	(42)	-	-	-
Area / Department	Project Assigned	Project #	Project	Resources Required					Project Allocation
				<b>Total Hours Allocated for Type</b>	0	0	0	0	0
<b>100. Capital Projects</b>									
Academic Affairs	No	100.01 (17)	Capital Projects	300	0	0	0	0	-
Business Affairs	No	100.02(17)	Capital Projects	300	0	0	0	0	-
External Relations	No	100.03 (17)	Capital Projects	300	0	0	0	0	-
Facilities Management	No	100.04 (17)	Capital Projects	300	0	0	0	0	-
Information Technology	No	100.05 (17)	Capital Projects	300	0	0	0	0	-
President's Office	No	100.06 (17)	Capital Projects	300	0	0	0	0	-
Student Affairs	No	100.07 (17)	Capital Projects	300	0	0	0	0	-
				<b>Total Hours Allocated for Type</b>	0	0	188	142	0
<b>101. Compliance</b>									
Academic Affairs	No	101.01 (17)	Policy - Student Records Policy	300	0	0	0	0	-
Business Affairs	Yes	101.02 (17)	Policy - Tuition Refund	300	0	0	188	142	300
Enterprise	No	101.03 (17)	Policy - Cellular Telephones	300	0	0	0	0	-
Enterprise	No	101.04 (17)	Policy - Contractor / Employee Status	300	0	0	0	0	-
Enterprise	No	101.05 (17)	Policy - Donations	300	0	0	0	0	-
Enterprise	No	101.06 (17)	Policy - Petty Cash	300	0	0	0	0	-
Enterprise	No	101.07 (17)	Policy - Property Surplus, Disposal	300	0	0	0	0	-
Enterprise	No	101.08 (17)	Policy - Secondary Employment Disclosure	300	0	0	0	0	-
Enterprise	No	101.09 (17)	Policy - Travel	300	0	0	0	0	-
Enterprise	No	101.10 (17)	Policy - University ID (Security)	300	0	0	0	0	-
				<b>Total Hours Allocated for Type</b>	398	400	320	80	74
<b>102. Expenditures</b>									
Business Affairs	Yes	102.01 (17)	Food Services Contract	320	0	0	320	0	320
Business Affairs	Yes	102.02 (17)	Printing Contract	320	320	0	0	0	320
Enterprise	Yes	102.03 (17)	Payroll	320	0	320	0	0	320
Enterprise	No	102.04 (17)	Retirement / Health Benefits	320	0	0	0	0	-
Enterprise	No	102.05 (17)	Security Services	300	0	0	0	0	-
Facilities Management	No	102.06(17)	Automotive Fuel	300	0	0	0	0	-
Facilities Management	No	102.07 (17)	Fleet Charges	300	0	0	0	0	-
President's Office	Yes	102.08 (17)	Presidential Expenses	300	78	80	0	80	312
				<b>Total Hours Allocated for Type</b>	400	440	320	80	724
<b>103. Operational</b>									
Academic Affairs	Yes	103.01 (17)	Accreditation Process	320	0	320	0	0	320
Academic Affairs	Yes	103.02 (17)	Curriculum Development	320	0	0	320	0	320
Academic Affairs	Yes	103.03 (17)	Financial Operations	300	0	0	0	0	300
Academic Affairs	Yes	103.04 (17)	Program Reviews	320	0	0	0	320	320
Academic Affairs	No	103.05 (17)	Registration Process	320	0	0	0	0	-
Academic Affairs	No	103.06 (17)	Tenure and Promotion Process	320	0	0	0	0	-
Business Affairs	Yes	103.07 (17)	Financial Operations	300	0	0	0	0	300
Business Affairs	Yes	103.08 (17)	Vendor Payment Process	200	200	0	0	0	200
Enterprise	No	103.09 (17)	Active Shooter Emergency Plan	300	0	0	0	0	-
Enterprise	Yes	103.10 (17)	Entertainment Contracts	300	0	0	0	256	300
Enterprise	Yes	103.11 (17)	Grants (A-133 non-majors, i.e., not tested)	320	200	120	0	0	320
Enterprise	No	103.12 (17)	Hiring Process	300	0	0	0	0	-
Enterprise	No	103.13 (17)	Off Book Bank Accounts	320	0	0	0	0	-
Enterprise	No	103.14 (17)	Performance Evaluations	300	0	0	0	0	-
Enterprise	No	103.15 (17)	Procurement Cards	300	0	0	0	0	-
External Relations	No	103.16 (17)	Cash Management - Special Events	300	0	0	0	0	-
External Relations	No	103.17 (17)	Financial Operations	300	0	0	0	0	-
Facilities Management	No	103.18 (17)	Financial Operations	300	0	0	0	0	-
Facilities Management	No	103.19 (17)	Work Order Process	300	0	0	0	0	-
Information Technology	No	103.20(17)	Financial Operations	300	0	0	0	0	-
Information Technology	No	103.21 (17)	Security Program	300	0	0	0	0	-
Office of Internal Audit	Yes	103.22 (17)	Annual Quality Assessment Review (Internal)	80	0	0	0	0	80
Student Affairs	No	103.23 (17)	Financial Aid Disbursement	300	0	0	0	0	-
Student Affairs	No	103.24 (17)	Financial Operations	300	0	0	0	0	-
				<b>Total Hours Allocated for Type</b>	400	440	320	80	724
<b>2. Consultation Services</b>				Allocation of Resources					
				Fiscal Year	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
				<b>Total Hours Available</b>	342	342	342	342	342
				<b>Total Hours Allocated</b>	342	342	342	342	342
				<b>Balance</b>	-	-	-	-	-
Area / Department	Project Assigned	Project #	Project	Resources Required					Project Allocation
				<b>Total Hours Allocated for Type</b>	292	342	342	342	342
<b>200. Consultation</b>									
Board of Regents	Yes	200.01 (17)	Special Requests	300	90	139	112	139	112
Enterprise	Yes	200.02 (17)	Fiscal Best Practices - Self Assessment Audit Guide	300	90	60	50	50	300
Enterprise	No	200.03 (17)	Performance Measures	320	0	0	0	0	-
Enterprise	No	200.04 (17)	Special Requests - Departments	300	0	31	41	41	154
President's Office	Yes	200.05 (17)	Special Requests	300	112	112	139	112	614
				<b>Total Hours Allocated for Type</b>	80	0	0	0	0
<b>201. Education / Training</b>									
Enterprise	Yes	201.01 (17)	Training - Cash Handling	50	50	0	0	0	50
<b>3. Information Technology Services</b> [Requires outside resources]				Allocation of Resources					
				Fiscal Year	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
				<b>Total Hours Available</b>	-	-	-	-	-
				<b>Total Hours Allocated</b>	-	-	-	-	-
				<b>Balance</b>	-	-	-	-	-
Area / Department	Project Assigned	Project #	Project	Resources Required					Project Allocation
				<b>Total Hours Allocated for Type</b>	0	0	0	0	0
<b>300. IT Technical (Requires Outside Resources - 4 Projects Annually)</b>									
Enterprise	No	301.01 (11)	Active Directory - Network Authentication System	25	0	0	0	0	-
Enterprise	No	301.02 (11)	Backup/Recovery - System, Application, Data Backup & Restore	25	0	0	0	0	-
Enterprise	No	301.03 (11)	Change Management - Change Management (all systems)	25	0	0	0	0	-
Enterprise	No	301.04 (11)	Disaster Recovery (IT) - IT Disaster Recovery	25	0	0	0	0	-
Enterprise	No	301.05 (11)	Penetration Testing - Perimeter Vulnerability Assessments & Penetr	25	0	0	0	0	-
Enterprise	No	301.06 (11)	Segregation of Duties - Segregation of Duties (all applications & svcs)	25	0	0	0	0	-

<b>Kentucky State University</b>											
<b>Fiscal Year 2017 Risk Assessment</b>											
<b>Long-Range Audit Plan</b>											
						<b>Allocation of Resources</b>					
						Fiscal Year	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<b>1. Assurance Services</b>						<b>Total Hours Available</b>	798	798	798	798	798
						<b>Total Hours Allocated</b>	798	840	798	798	798
						<b>Balance</b>	-	(42)	-	-	-
<b>Area / Department</b>	<b>Project Assigned</b>	<b>Project #</b>	<b>Project</b>	<b>Resources Required</b>							
<b>100. Capital Projects</b>						<b>Total Hours Allocated for Type</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Academic Affairs	No	100.01 (17)	Capital Projects	300							
Business Affairs	No	100.02(17)	Capital Projects	300							
External Relations	No	100.03 (17)	Capital Projects	300							
Facilities Management	No	100.04 (17)	Capital Projects	300							
Information Technology	No	100.05 (17)	Capital Projects	300							
President's Office	No	100.06 (17)	Capital Projects	300							
Student Affairs	No	100.07 (17)	Capital Projects	300							
<b>101. Compliance</b>						<b>Total Hours Allocated for Type</b>	<b>0</b>	<b>0</b>	<b>158</b>	<b>142</b>	<b>0</b>
Academic Affairs	No	101.01 (17)	Policy - Student Records Policy	300							
Business Affairs	Yes	101.02 (17)	Policy - Tuition Refund	300							
Enterprise	No	101.03 (17)	Policy - Cellular Telephones	300							
Enterprise	No	101.04 (17)	Policy - Contractor / Employee Status	300							
Enterprise	No	101.05 (17)	Policy - Donations	300							
Enterprise	No	101.06 (17)	Policy - Petty Cash	300							
Enterprise	No	101.07 (17)	Policy - Property Surplus, Disposal	300							
Enterprise	No	101.08 (17)	Policy - Secondary Employment Disclosure	300							
Enterprise	No	101.09 (17)	Policy - Travel	300							
Enterprise	No	101.10 (17)	Policy - University ID (Security)	300							
<b>102. Expenditures</b>						<b>Total Hours Allocated for Type</b>	<b>398</b>	<b>400</b>	<b>320</b>	<b>80</b>	<b>74</b>
Business Affairs	Yes	102.01 (17)	Food Services Contract	320							
Business Affairs	Yes	102.02 (17)	Printing Contract	320							
Enterprise	Yes	102.03 (17)	Payroll	320							
Enterprise	No	102.04 (17)	Retirement / Health Benefits	320							
Enterprise	No	102.05 (17)	Security Services	300							
Facilities Management	No	102.06(17)	Automotive Fuel	300							
Facilities Management	No	102.07 (17)	Fleet Charges	300							
President's Office	Yes	102.08 (17)	Presidential Expenses	300							
<b>103. Operational</b>						<b>Total Hours Allocated for Type</b>	<b>400</b>	<b>440</b>	<b>320</b>	<b>576</b>	<b>724</b>
Academic Affairs	Yes	103.01 (17)	Accreditation Process	320							
Academic Affairs	Yes	103.02 (17)	Curriculum Development	320							
Academic Affairs	Yes	103.03 (17)	Financial Operations	300							
Academic Affairs	Yes	103.04 (17)	Program Reviews	320							
Academic Affairs	No	103.05 (17)	Registration Process	320							



Area / Department	Project Assigned	Project #	Project	Allocation of Resources					
				Fiscal Year	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
				Resources Required					
<b>300. IT Technical (Requires Outside Resources - 4 Projects Annually)</b>				<b>Total Hours Allocated for Type</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Enterprise	No	301.01 (11)	Active Directory - Network Authentication System	25	0	0	0	0	0
Enterprise	No	301.02 (11)	Backup/Recovery - System, Application, Data Backup & Restore	25	0	0	0	0	0
Enterprise	No	301.03 (11)	Change Management - Change Management (all systems)	25	0	0	0	0	0
Enterprise	No	301.04 (11)	Disaster Recovery (IT) - IT Disaster Recovery	25	0	0	0	0	0
Enterprise	No	301.05 (11)	Penetration Testing - Perimeter Vulnerability Assessments & Penetra	25	0	0	0	0	0
Enterprise	No	301.06 (11)	Segregation of Duties - Segregation of Duties (all applications & sys	25	0	0	0	0	0
Enterprise	No	301.07 (11)	Social Networks	25	0	0	0	0	0
Enterprise	No	301.08 (11)	User Administration - User Access Administration	25	0	0	0	0	0
Enterprise	No	301.09 (11)	Virus Protection - Enterprise Virus Protection	25	0	0	0	0	0
Information Technology	No	301.13 (11)	Data Center Controls (Phy & Envir) - Physical & Environment Data	25	0	0	0	0	0
Information Technology	No	301.14 (11)	Incident Tracking - Help Desk Function	25	0	0	0	0	0
Information Technology	No	301.15 (11)	IT Control Framework	25	0	0	0	0	0

# Kentucky State University

Board of Regents Meeting

## External Relations and Development Committee

**July 22, 2016  
Marriott Griffin Gate Hotel  
Lexington, KY**

**Regent Charles Whitehead, Chairperson**

**Regent LaVaughn Henry**

**Regent Elgie McFayden**

**Rick Smith,**

**Vice President External Relations and Development**

**KENTUCKY STATE UNIVERSITY**  
**Regular Meeting of the Board of Regents**  
**External Relations and Development Committee**  
**July 22, 2016**  
**Marriott Griffin Gate Hotel**  
**Lexington, KY**

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**KENTUCKY STATE UNIVERSITY**  
**Regular Meeting of the Board of Regents**  
**External Relations and Development Committee**  
**April 22, 2016**

**AGENDA**

\*\*\*\*\*

- |             |                                  |  |
|-------------|----------------------------------|--|
| <b>I.</b>   | <b>CALL TO ORDER:</b>            | <b>Regent Charles Whitehead,<br/>Chairperson</b>                           |
| <b>II.</b>  | <b>ROLL CALL:</b>                | <b>Rick Smith, Vice President External<br/>Relations &amp; Development</b> |
| <b>III.</b> | <b>OPENING REMARKS:</b>          | <b>Regent Whitehead</b>  |
| <b>IV.</b>  | <b>APPROVAL OF MINUTES:</b>      | <b>Regent Whitehead</b>  |
| <b>V.</b>   | <b>EXECUTIVE SUMMARY REPORT:</b> | <b>Rick Smith</b>  |
| <b>VI.</b>  | <b>ADJOURNMENT</b>               | <b>Rick Smith</b>  |

### Agenda Item Background

<b>To:</b>	Board of Regents External Relations and Development	<b>Date:</b>
<b>From:</b>	Rick Smith, Vice President External Relations & Development	
<b>Subject:</b>	Committee Meeting Minutes (DATE))	
<b>Reason for Consideration:</b>	Approval	<b>Enclosures:</b> Yes

**Background:**

The minutes of the External Relations and Development Committee meeting of April 21, 2016, require approval in order to become an official part of the committee's records.

**Recommendation:**

It is recommended that the External Relations and Development Committee approve the Minutes of the April 21, 2016, meeting.

Approval

<b>Initiator:</b>	Rick Smith, Vice President External Relations and Development
<b>Board Action Date:</b>	July 22, 2016
<b>Effective Date:</b>	July 22, 2016

**KENTUCKY STATE UNIVERSITY**  
**Regular Meeting of the Board of Regents**  
KENTUCKY STATE UNIVERSITY  
Regular Meeting of the Board of Regents  
External Relations and Development Committee  
July 22, 2016  
Marriott Griffin Gate Hotel  
Lexington, KY

**MINUTES**

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Regent David Guarnieri called the meeting of the Kentucky State University Board of Regents External Relations and Development Committee to order at 4:12 p.m. on Thursday, April 21, 2016. The secretary was asked to call the roll.

Elgie McFayden Present LaVaughn Henry Not Present  
Charles Whitehead Not Present

A quorum was not present to approve the minutes from October 22, 2015, Board of Regents meeting. The meeting continued with External Relations & Development presenting the executive summary and committee discussion.

Todd Horstmeyer, Special Assistant to the President for Business Relations Outreach, presented the Executive Summary for External Relations & Development. Todd Horstmeyer discussed the status of Global Advancement's assessment. He related that interviews of past and present Kentucky State University employees have been completed. The external portion of the assessment is about to commence with requests for interviews being sent to designated alumni and KSU supporters.

Todd Horstmeyer introduced the new Vice President of External Relations & Development, Rick W. Smith Sr. Rick W. Smith Sr. greeted the Board of Regents and gave a brief summary of his experience.

Todd Horstmeyer informed the committee that the street banner project is nearing completion. The banners to be installed were approved and will be on nine light poles in the vicinity of the KSU campus. One side of the banner depicts the KSU logo as its main feature, and the other side displays the 130th anniversary logo. Additionally, there are three locations for new light poles to be installed at designated locations on Martin Luther King Blvd. These additional poles as well as a fourth pole will help create a unique visual effect as visitors approach the main entrance of KSU. KSU and the City of Frankfort have agreed to equally divide the cost of the new poles. KSU's portion is \$2,000.

Todd Horstmeyer reported the Jordan Building project has moved along nicely with plans to install banners during the first week of May before graduation.

The KSU videos project continues with an estimated completion date of early May. The project consists of the production of four videos and each has a separate purpose. The

videos will assist in student recruitment, provide KSU students with a sense of student pride and can be used when making presentations to various civic organizations and outside groups to help promote KSU. He added that the project is almost at completion with two interviews pending which will be featured in the community video. There was discussion of whether the videos could be featured on the University's website. Todd Horstmeyer will look into that for future implementation. Further conversation led to who was involved in the creation of the video. Regent Guarnieri suggested that it would in the best interest of the University to include all areas for the purpose of recruitment.

Todd Horstmeyer also updated the committee on the Reforest Frankfort event that took place on April 2, 2016. More than 200 volunteers assisted with planting approximately 2500 trees on the KSU campus.

Todd Horstmeyer described a grant application that was submitted on March 15, 2016 to the Kentucky Bar Foundation on behalf of KSU and each of the Commonwealth's three law schools. The grant application requests funds for a program designed to prepare pre-law students for making applications to law schools. The program would include studying for the LSAT exam, developing better writing and communication skills and completing the application process. The grant request amount is \$32,100, and the program would be conducted by legal professionals during the last two weeks of June 2016. A decision will be made by the Kentucky Bar Foundation on May 1, 2016.

Also shared was the status of John L. Smith's weekly television show, with the first taping presently airing on Channel 10. This led to discussion of providing more attention to our women's sports, including the success of the softball team over the past few years. Regent Guarnieri added that KSU is using great wisdom focusing on John L. Smith's star power in its promotional efforts.

The unfilled positions of Director of Development, Director of Alumni Relations and Administrative Assistant II have been posted by the Department of Human Resources. To date, none of the applications received pertaining to these positions have warranted a follow-up interview except for the Alumni Director position. External Relations & Development has interviewed a candidate for the Director of Alumni Relations position and follow-up interviews are being set at this time. The search for appropriate candidates will continue. Regent Hettie Oldham asked if the candidate was an alum, and the answer was no. President Burse added that we are looking for the best candidate for the position, however, the candidate must have a minimum of four years' experience in alumni relations and knowledge of Raiser's Edge.

Director of Communications Diane Hawkins detailed some of the highlights from her report including an upcoming collaboration with Louisville television station WLKY to produce PSAs. The PSAs will be shown at no cost to the University.

Todd Horstmeyer gave an overview of the contributions report July 1, 2015 – March 31, 2016.

The endowment summary report was presented by LouAnn Atlas of Fifth Third Bank

with regents asking questions of Ms. Atlas. A request was made for Fifth Third Bank to send the report 10 days prior to the Board of Regents meeting. Fifth Third Bank agreed to the request.

Regent Bearden adjourned the meeting at 4:40 p.m.

Submitted by:

Approved by:

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Rick Smith, Vice President External  
Relations and Development

Regent Charles Whitehead, Chair  
Board of Regents  
External Relations and Development  
Committee  
Kentucky State University

\_\_\_\_\_ Approved with no corrections

\_\_\_\_\_ Approved with corrections

### Agenda Item Background

<b>To:</b>	Board of Regents External Relations and Development	<b>Date:</b> July 22, 2016
<b>From:</b>	Rick Smith, Vice President External Relations and Development	
<b>Subject:</b>	Executive Summary Report	
<b>Reason for Consideration:</b>	Informational Item	<b>Enclosures:</b> Yes

**Background:**

N/A

**Recommendation:**

Informational

Informational Item

<b>Initiator:</b>	Rick Smith, Vice President External Relations and Development
<b>Board Action Date:</b>	July 22, 2016
<b>Effective Date:</b>	July 22, 2016

**KENTUCKY STATE UNIVERSITY**  
**Regular Meeting of the Board of Regents**  
**External Relations and Development Committee**  
**July 22, 2016**  
**Marriott Griffin Gate Hotel**  
**Lexington, KY**

**EXECUTIVE SUMMARY REPORT**

The Department of External Relations & Development (ERD), continues to grow and evolve to better meet the many needs of the university. The new Interim Vice President of External Relations has completed an internal assessment of the department and is implementing process improvement activities and organizational changes. This assessment included a review of current staff, job descriptions, departmental structure, publications and communications vehicles used to communicate with all audiences.

**Project and events update/summary:**

Global Advancement—retained in December 2015 by former President Burse to assist and participate in the internal and external assessment of KSU's Development capabilities is prepared to present their findings to the Interim Vice President of External Relations and Development and to the Interim President. Due to the transition in leadership, the Global Advancement team was directed to pause their work, pending the scheduling of a presentation to the Office of the President. More information will be reported to the Board during the October Board of Regents meeting.

The street banner project was completed in May, however due to dissatisfaction with the size of the banners, the banners were re-ordered in a larger format and reinstallation is imminent. The current banners will be repurposed and used on campus as interior banners.

The KSU Jordan Building Project was completed in May prior to commencement as planned. An estimate has been obtained to change the photographs on two of the four sections. The price to change the two panels is approximately \$2500. It is recommended that no change be made until the end of the 130<sup>th</sup> anniversary celebration. At that time, a committee will be formed to include alumni, faculty and staff to select photographs for two new panels.

The KSU video project is complete. The videos feature two student pride videos, one recruitment video and one community video. The videos will be used for internal and external marketing and recruitment purposes. They are available for viewing.

The grant application submitted on March 15<sup>th</sup> to the Kentucky Bar Foundation on behalf of KSU and each of the Commonwealth's three law schools was not approved. The grant request in the amount of \$32,000 would have funded LSAT exam preparation

for KSU students. This grant opportunity will be evaluated again next year and a decision made to reapply.

On April 30<sup>th</sup> the first KSU Football Golf Tournament was held at Juniper Hills. Despite a downpour of rain, 18-teams participate. 21 teams paid, but three backed out due to the weather conditions. The event showcased Coach John L. Smith, introducing him to the community and raised more than \$8,500 in support of the football program.

Artist Synthia Saint James' specially commissioned painting was unveiled on May 19 to a large crowd of onlookers in the Student Center Ballroom. More than 150 people attended including: Board of Regent Chairperson Karen Bearden; State Sen. Gerald A. Neal; Frankfort Mayor William May, Frankfort City Manager Tim Zisoff; and Commissioner Tommy Haynes. In addition, there were several community wide events held including viewings at the State Capitol, the Frankfort Library and the Lancaster. Prints will soon be available for purchase on-line on the KSU Website. The original artwork will be displayed on the 2<sup>nd</sup> floor of Hume Hall. To date, only two prints have been sold. Recommendations have been made to re-price the prints and make available at a reduced new price points initially to faculty and alumni, followed by heavy promotion to the general public. The artwork will be available via KSU's new Web Mall and the new KSU Spirit Store.

KSU played host to 10 students from Saint Catharine College on June 13<sup>th</sup> after news of the school's closure was made public. Students and guest were treated to tours, lunch and information about what Kentucky State University had to offer. Incentive Tuition Scholarships were offered to students interested in enrolling at KSU.

To date, three students have committed to Kentucky State University.

Kentucky State University was a sponsor of the Kentucky Pro-Football Hall of Fame Induction Ceremony on June 24<sup>th</sup> as the Hall of Fame welcomed KSU football great Council Rudolph. KSU was represented well at the induction and following reception attended by the Interim President, KSU Football coaches and players, members of the President's Cabinet, Regents, Alumni, KSU supporters and several members of the Rudolph family. Council Rudolph was very appreciative of the outpouring of support from KSU.

On July 8, KSU held a news conference to announce the hiring of two new basketball coaches. KSU graduate Jamaal Jackson was hired as the new Men's Basketball Coach, and former Associate Head Coach of the Thorobrettes basketball team, Terrance Slater was named Head Coach of the Women's Basketball Team.

A team of faculty and staff have been formed and have created a plan for 2016 Football Homecoming. The plan and budget, approved by President Thompson, includes suggested activities from Alumni and Students.

Finally, two vacant positions within the External Relations and Development Division have been filled and one staff member recently resigned. Mr. JC Campbell was hired in June filling the role of Assistant Director of Alumni Relations. Dedra McDowell, who

served the university in the role of Public Relations and Communications Specialists, resigned on July 8. The position is posted and recruitment is under way. Other posted positions include that of Marketing and Digital Strategy Director, Administrative Assistant, Web Content Coordinator, and Development Services Coordinator. The position of Development Director is currently on hold.

### Agenda Item Background

<b>To:</b>	Board of Regents External Relations and Development	<b>Date:</b> July 22, 2016
<b>From:</b>	Rick Smith, Vice President External Relations and Development	
<b>Subject:</b>	Contributions Report	
<b>Reason for Consideration:</b>	Informational Item	<b>Enclosures:</b> Yes

**Background:**

N/A

**Recommendation:**

Informational

Informational Item

<b>Initiator:</b>	Rick Smith, Vice President External Relations and Development
<b>Board Action Date:</b>	July 22, 2016
<b>Effective Date:</b>	July 22, 2016

KENTUCKY STATE UNIVERSITY  
DIVISION OF EXTERNAL RELATIONS AND DEVELOPMENT  
OFFICE OF DEVELOPMENT SERVICES



**CONTRIBUTIONS REPORT**  
**FY2016 Fourth Quarter**  
**July 1, 2015– June 30, 2016**

<b>Constituency Type (Quarterly)</b>	<b>Total Dollars Raised July 1, 2015- June 30, 2016</b>	<b>Total Dollars Raised July 1, 2014 - June 30, 2015</b>	<b>Total Dollars Raised July 1, 2013 – June 30, 2014</b>	<b>Total Dollars Raised July 1, 2012 – June 30, 2013</b>	<b>Total Dollars Raised July 1, 2011 – June 30, 2012</b>	<b>Total Dollars Raised July 1, 2010 – June 30, 2011</b>
Total <b>Alumni</b> Contributions	\$116,403 (330)	\$193,492 (558)	\$173,539 (307)	\$141,320 (339)	\$154,538 (360)	\$97,195 (287)
Total <b>Corporation</b> Contributions	\$32,510 (30)	\$10,250 (12)	\$412,687 (18)	\$538,779 (32)	\$2,027,419 (38)	\$179,887 (39)
Total <b>Employee</b> Contributions	\$3,322 (8)	\$64,851 (61)	\$11,014 (79)	\$31,608 (136)	\$110,720 (122)	\$20,071 (120)
Total <b>Foundation</b> Contributions	\$64,470 (12)	\$76,356 (17)	\$86,637 (45)	\$716,468 (31)	\$87,035 (51)	\$130,380 (66)
Total <b>Organization</b> Contributions	\$50,958 (46)	\$54,732 (43)	\$120,846 (113)	\$124,330 (89)	\$176,723 (138)	\$420,400 (252)
Total <b>University Friends</b> Contributions	\$22,397 (125)	\$49,822 (149)	\$123,750 (191)	\$45,554 (99)	\$168,601 (137)	\$15,492 (102)
<b>TOTAL CONTRIBUTIONS</b>	<b>\$289,700 (551)</b>	<b>\$449,503 (840)</b>	<b>\$928,473 (753)</b>	<b>\$1,598,059 (726)</b>	<b>\$2,725,036 (846)</b>	<b>\$863,425 (866)</b>

<b>Constituency Type (Capital Campaign Giving)</b>	<b>Total Dollars Raised July 1, 2010 – June 30, 2016</b>	<b>Total Dollars Raised July 1, 2010- June 30, 2015</b>	<b>Total Dollars Raised July 1, 2010 - June 30, 2014</b>	<b>Total Dollars Raised July 1, 2010 – June 30, 2013</b>	<b>Total Dollars Raised July 1, 2010 – June 30, 2012</b>
Total <b>Alumni</b> Contributions	\$948,667	\$881,223	\$666,362	\$497,360	\$251,918
Total <b>Corporation</b> Contributions	\$3,035,151	\$3,020,316	\$3,002,615	\$2,587,878	\$2,250,102
Total <b>Employee</b> Contributions	\$180,025	\$187,576	\$164,501	\$162,669	\$197,657
Total <b>Foundation</b> Contributions	\$1,074,192	\$1,071,899	\$994,618	\$879,753	\$135,555
Total <b>Organization</b> Contributions	\$724,033	\$813,439	\$722,573	\$598,823	\$403,811
Total <b>University Friends</b> Contributions	\$433,146	\$422,310	\$248,000	\$128,886	\$407,364
<b>TOTAL CONTRIBUTIONS</b>	<b>\$6,395,214</b>	<b>\$6,396,763</b>	<b>\$5,798,669</b>	<b>\$4,855,369</b>	<b>\$3,646,408</b>

### Agenda Item Background

<b>To:</b>	Board of Regents External Relations and Development	<b>Date:</b> July 22, 2016
<b>From:</b>	Rick Smith, Vice President External Relations and Development	
<b>Subject:</b>	Alumni Relations Report	
<b>Reason for Consideration:</b>	Informational Item	<b>Enclosures:</b> Yes

**Background:**

N/A

**Recommendation:**

Informational

Informational Item

<b>Initiator:</b>	Rick Smith, Vice President External Relations and Development
<b>Board Action Date:</b>	July 22, 2016
<b>Effective Date:</b>	July 22, 2016

**KENTUCKY STATE UNIVERSITY**  
**Regular Meeting of the Board of Regents**  
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**July 22, 2016**  
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**Lexington, KY**

**ALUMNI RELATIONS REPORT**

The Office of Alumni Relations has been involved in a number of projects during the first half of the year. We continue to strive to establish a more effective, cohesive, and organized office that will serve our alumni and our institution at maximum capacity.

In April, we supported the Spring Golf Outing at Juniper Hill and solicited the support and participation of Frankfort, Lexington, and Louisville Alumni members. In the month of May, many of our alumni came back to the campus to witness the art unveiling of Synthia SAINTJames. In the month of June, we hosted the regional KSUNAA picnic with Frankfort Alumni, which allowed alumni to remain informed regarding the activities of our office and the university. It also gave alumni an opportunity to meet the interim President, Dr. Aaron Thompson and Interim Vice President of External Relations and Development, Rick Smith. We closed the month of June in continuous preparation for the KSUNAA Summer Weekend 2016, hosted by the Detroit Alumni Chapter. The bi-annual event will be July 22-24.

Our office continues to work diligently with the National Alumni Association and the university to maximize the alumni experience at homecoming. Details are forthcoming on specific events for the alumni. However, we can say that Alumni Relations are currently communicating and collaborating with the national association to plan and implement their annual alumni general assembly meeting, their alumni training, and their major events that will occur at the host hotel during the homecoming activities. Our office remains in constant contact with all alumni chapters and continues to maximize leadership, communication, membership, and financial accountability through the national alumni association.

The Office of Alumni Relations, while working diligently to host and support events for alumni, are also dedicated to the smooth and consistent running of the day-to-day operations of our office internally. The following are examples of transitions in process or completed to foster a more efficient and successful office:

1. Development of an Alumni Newsletter to be published monthly
2. Alumni highlights and special mentions in the quarterly Onward and Upward
3. Dedication to a 24-hour turn over for calls and inquiries into our office
4. Research into an updated fundraising system and communication module

5. The organization and overall appearance of our office

We are striving to make the Office of Alumni Relations the best it has ever been. We desire to establish and maintain a successful office that that can cater to the needs of both alumni and Kentucky State.

**Agenda Item Background**

<b>To:</b>	Board of Regents External Relations and Development	<b>Date:</b> July 22, 2016
<b>From:</b>	Rick Smith, Vice President External Relations and Development	
<b>Subject:</b>	Communications Report	
<b>Reason for Consideration:</b>	Informational Item	<b>Enclosures:</b> Yes

**Background:**

N/A

**Recommendation:**

Informational

Informational Item

<b>Initiator:</b>	Rick Smith, Vice President External Relations and Development
<b>Board Action Date:</b>	July 22, 2016
<b>Effective Date:</b>	July 22, 2016

**KENTUCKY STATE UNIVERSITY**  
**Regular Meeting of the Board of Regents**  
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**Communications Report**

**April Highlights**

- 10 items were published on the KSU website.
- Assisted with planning and publicizing ReForest Frankfort.
- Photographed actor/TV personality Terrance J. Photos were used on the front page of the State Journal.
- Organized media forum for journalism and communications students. Panelists featured former Courier-Journal columnist Betty Baye, WLKY-TV reporter Anna-Lysa Gayle, WKYT/Herald Leader reporter Delano Massey, Herald-Leader reporter Linda Blackford and Kentucky Gazette Linda Glasscock.
- Major Peggy Combs was featured among HBCU graduation speakers on the Atlanta Journal-Constitution's website.
- All of our news items are shared on our social media platforms: Facebook, Twitter and LinkedIn

**Media attention from news releases**

- KSU, Frankfort will spring into action with ReForest Frankfort, **The Bowling Green Daily News, Lex18, Kentucky New Era, The Republic (Columbus, Ind.), Wave 3, Louisville, The Daily Journal (covers Franklin, Greenwood, Center Grove, The Harlan Daily Enterprise, New Whiteland, Edinburg, Trafalgar), the Lexington Herald-Leader, The Gleaner – Evansville, Ind., Central Kentucky News, The Interior Journal (Central Kentucky), The Winchester Sun, WPSD (Paducah, KY) WTVQ (Frankfort) and WYMT (Eastern, KY), Greenfield Daily Reporter, The Roanoke Times, WacoTrib.com, and The Eagle.com (3/30) Capital Living, State-Journal, (3/31)**
- Both Capital Living and the State-Journal published follow-up stories about the ReForest Frankfort event, **(4/2).**
- Actor and TV personality Terrence J. will visit KSU, **State Journal, Capital Living (4/5) State Journal (4/6)**
- May graduation speaker Major Peggy Combs, **AJC.com gallery, (4/6)**
- Frankfort among Top 10 Cities for African Americans, **State Journal (4/5), News Enterprise (4/6)**

- Former Courier-Journal columnist Betty Baye to moderate media forum at KSU, **HBCUConnect.Com (3/29), Capital Living (4/12)**
- KSU students to take center stage at Spring Liberal Arts Student Symposium, **Capital Living (4/12)**
- Young scientists will present research at Kentucky Junior Academy of Science, **Capital Living (4/12), Louisville Defender (4/14)**
- KSU announces Rick W. Smith Sr. as Vice President of External Affairs and Development, **Capital Living (4/12), Journal of Blacks in Higher Education (4/15) Louisville Defender, (4/28)**
- Secretary of State Alison Lundergan Grimes to visit KSU, **State Journal (4/18)**
- KSU prof will face off in a debate with white nationalist Jared Taylor, **State Journal (4/21), WKYT (4/21)**
- KSU Football golf scramble, **State Journal (4/28), (4/29)**
- Kentucky Junior Academy Honors 78 Young Scholars, **State Journal, (4/28)**
- Go to the theater, **State Journal (4/28)**
- Kentucky State University student champions community involvement, **State Journal (4/30)**

### **May Highlights**

- 10 items were published on KSU's website
- Attended and photographed several end-of-school year activities including the nurses pinning ceremony, KSU Mighty Marching Thoroughbreds awards and KSU's graduation.
- Assisted with hosting and shooting photos of artist Synthia Saint James visit to KSU. Saint James was featured on WHAS-11's "Great Day Live" in Louisville. She also was interviewed by Rick Smith on Cable 10.

### **Media attention from news releases**

- Posters, presentations take spotlight at KSU Research Day, **Capital Living (5/2), State Journal (5/2) HBCU Digest, (5/3)**
- President's Gem Letter, **WDRB (5/6)**
- World-renown artist Synthia Saint James (5/11) **Capital Living**
- Caps off to KSU's Class of 2016, **State Journal (5/14)**
- Kentucky State University's graduation, **(mentioned on WAVE-3 morning news (5/14)**
- KSU School of Nursing holds Pinning Ceremony, **(5/16) HBCU Digest**
- Artist Profile: Meet Synthia Saint James, (5/16) **State Journal**
- Home-schooling families to present 'Pollyanna' **Capital Living, State Journal (5/18)**
- Painting celebrates KSU's 130<sup>th</sup> anniversary, **WHAS-11 (5/18)**
- Artist Synthia Saint James artwork for KSU called 'outstanding,' **Capital Living (5/19)**
- Synthia Saint James art exhibit celebrating KSU 130<sup>th</sup> anniversary, **Capital Living (5/19)**

- Kentucky State University president Raymond Burse resigns, **Courier-Journal, WFPL, Lexington Herald-Leader, WKYT, WHAS, WDRB, Business Journal, Journal of Blacks in Higher Education, HBCU Digest, HBCU Buzz, Diverse Issues in Education, Lane Report, State Journal, KFVS-TV, WAVE-TV, Fox News, WHVO, WISTV, Inside Higher Education, Paducah Sun, WBTV (5/23)**
- Aaron Thompson named interim president at KSU as national search begins, **HBCU Digest, Lexington Herald-Leader, WKYT, State Journal, WDAM-TV, WKYT, WTVQ, The Courier-Journal, WDRB, Capital Living, Richmond Register, KY Forward, Fox-19, WAVE-3, WHAS-11, Lex-18, WBKO, Harlan Daily Enterprise, WPDD, Daily News Bowling Green, The Gleaner, The Advocate Messenger, Central Kentucky News, The Jessamine Journal, The Interior Journal, The Winchester Sun, The Ledger Independent, The Messenger, Kentucky New Era, The Republic, The Messenger-Inquirer, The Herald Journal, The Lafayette Leader, Fountain County Neighbor, The Review Republican, New County Enterprise, Rensselaer Republican, Kankakee Valley Post-News, The Indianapolis Star, Journal & Courier, The Star Press (5/31)**

### **June Highlights**

- Coordinated several TV and newspaper interviews for Interim President Dr. Thompson. Media outlets include: State Journal, Herald Leader, WKYT, Richmond Register and WTVQ.
- Publicized incentive scholarship to St. Catharine College students on news sites, social media and St. Catharine College's website.
- WDRB-TV visited the campus to interview the Alumni Relations Director Wendell Thomas and KSU Foundation Director Donald Lyons about KSU's connection to Muhammad Ali.
- WDRB-TV also interviewed Dr. Candice Love Jackson about the tuition incentive scholarship offered to St. Catharine College students.
- LEX-18-TV and WKYT-TV interviewed KSU students to get their views about the Orlando shootings.
- Assisted with arranging interviews for music executive Kevin Liles, who was featured in Verizon's Innovative Learning program at KSU. Media outlets: Hot 107.9 and WTVQ-TV's "Great Day Kentucky."
- Proclamation written and framed for the Ali Center.

### **Media attention from news releases**

- Aaron Thompson named interim president at KSU as national search begins, **State Journal (6/1) Louisville Defender (6/2) Sentinel News (Shelbyville), Journal of Blacks in Higher Education (6/6)**
- KSU offers tuition incentive scholarship to St. Catharine College students, **(6/4) The Kentucky Standard, Lexington Herald Leader, WDRB, CPE News Clips, Louisville Business First, Lane Report, Capital Living (6/6) Ledger**

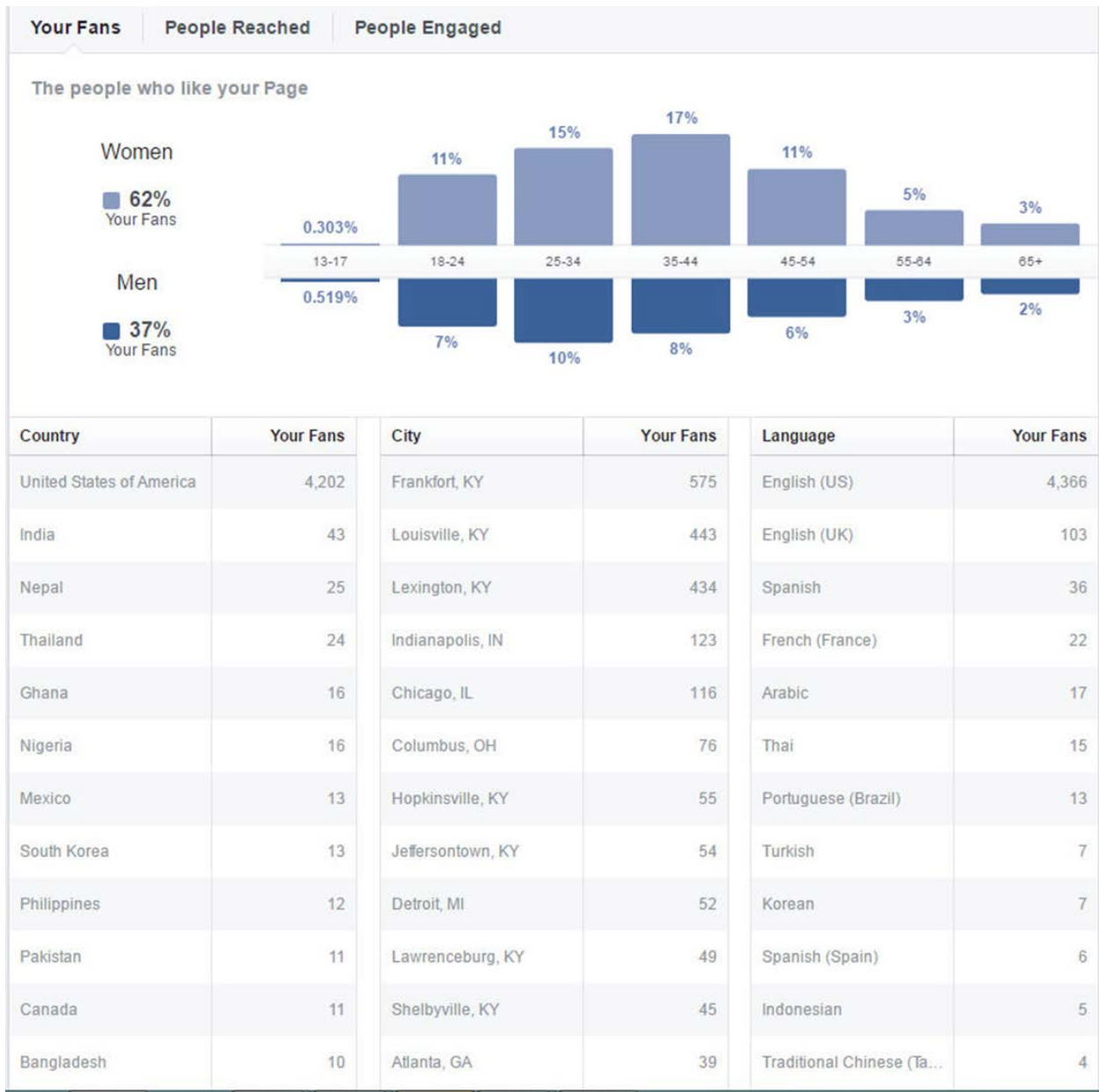
**Independent (Maysville), Kentucky New Era (Hopkinsville), The Messenger-Inquirer (Owensboro), The Gleaner, Daily News Bowling Green, Harlan Daily Enterprise, The Advocate Messenger (Danville, KY), Central Kentucky News, The Jessamine Journal (Danville, KY), Greenfield Daily News, Pendleton Times-Post, The Tribune (Jackson County, Indiana), The Republic (Columbus, Ohio), Daily Journal (Indiana counties such as Edinburg, Franklin, Greenwood, Center Grove), Middlesboro Daily News, WTVQ, WBKO, WHAS-11, WAVE-3, LEX-18 (6/7)**

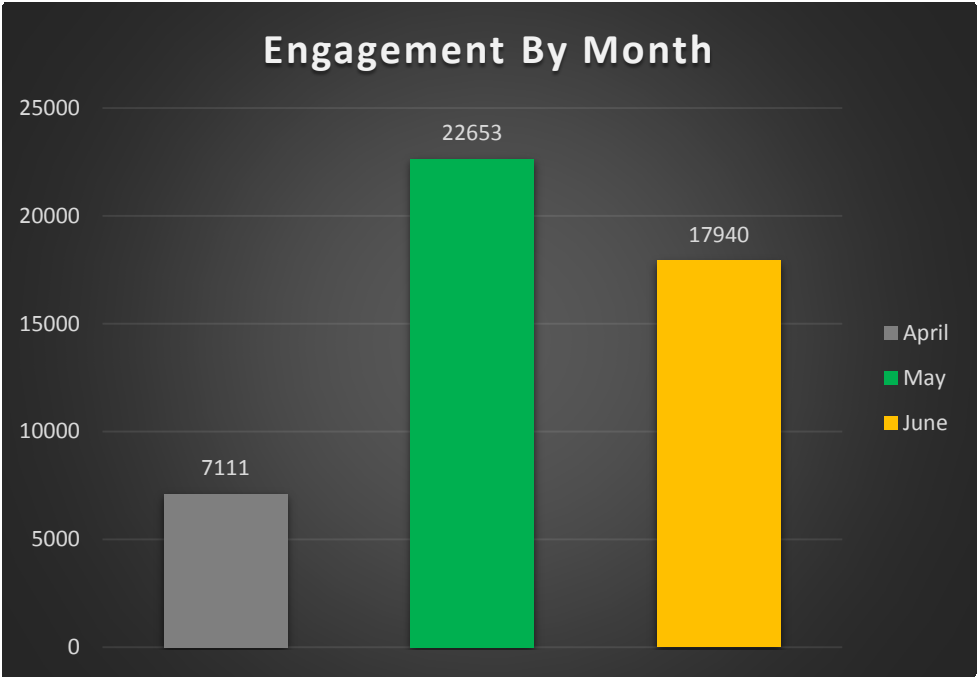
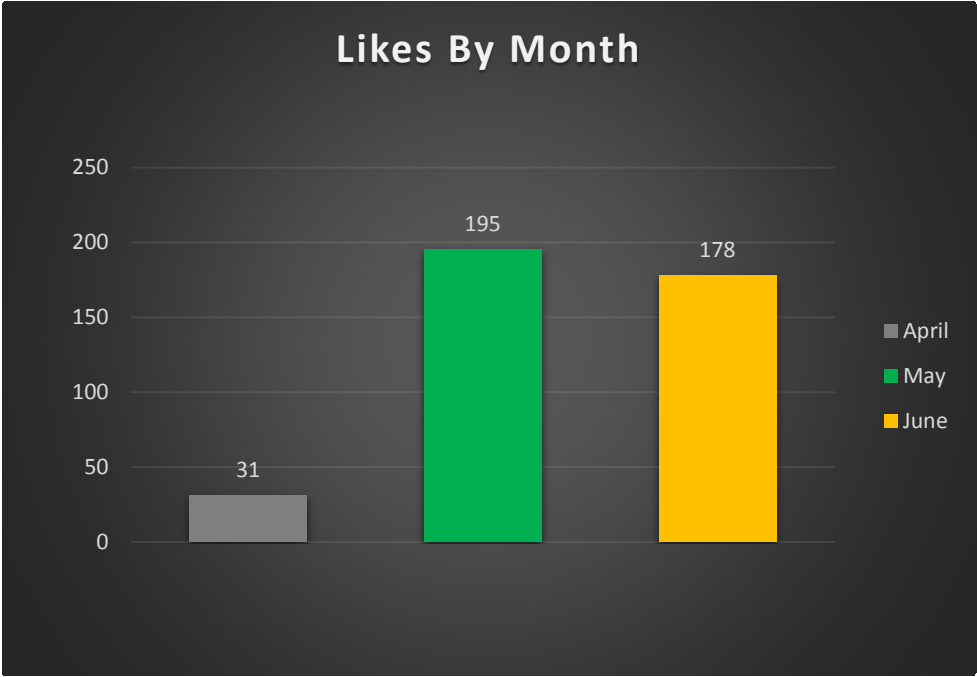
- **KSU to host St. Catharine College Day, Capital Living Magazine (Frankfort) Council of Postsecondary Education News clips (6/7), Louisville Defender (6/9)**
- Record Executive visits KSU to hear tech product pitches, **Lexington Herald-Leader, (6/13)**
- Entrepreneurship 101: STEM students get crash course from former president of Def Jam Records, **State Journal, (6/13)**
- Kevin Liles talks about Entrepreneurship 101, **WTVQ, Hot 107.9 -- The Beat, (6/13)**
- KSU Moment of Silence, **LEX-18, WKYT, WLKY (6/13)**
- Kentucky Colleges compete for St. Catharine College students, **WKU-radio, (6/13)**
- Kentucky State University hosted open house for St. Catharine students, **WAVE-3 (6/13)**
- KSU interim president addresses community for 1st time at Kiwanis luncheon, **State Journal (6/17)**
- KSU Board of Regents hosts budget meeting, **The State Journal (6/21)**
- KSU is moving to Oracle Cloud to support student success, **CPE (6/28)**

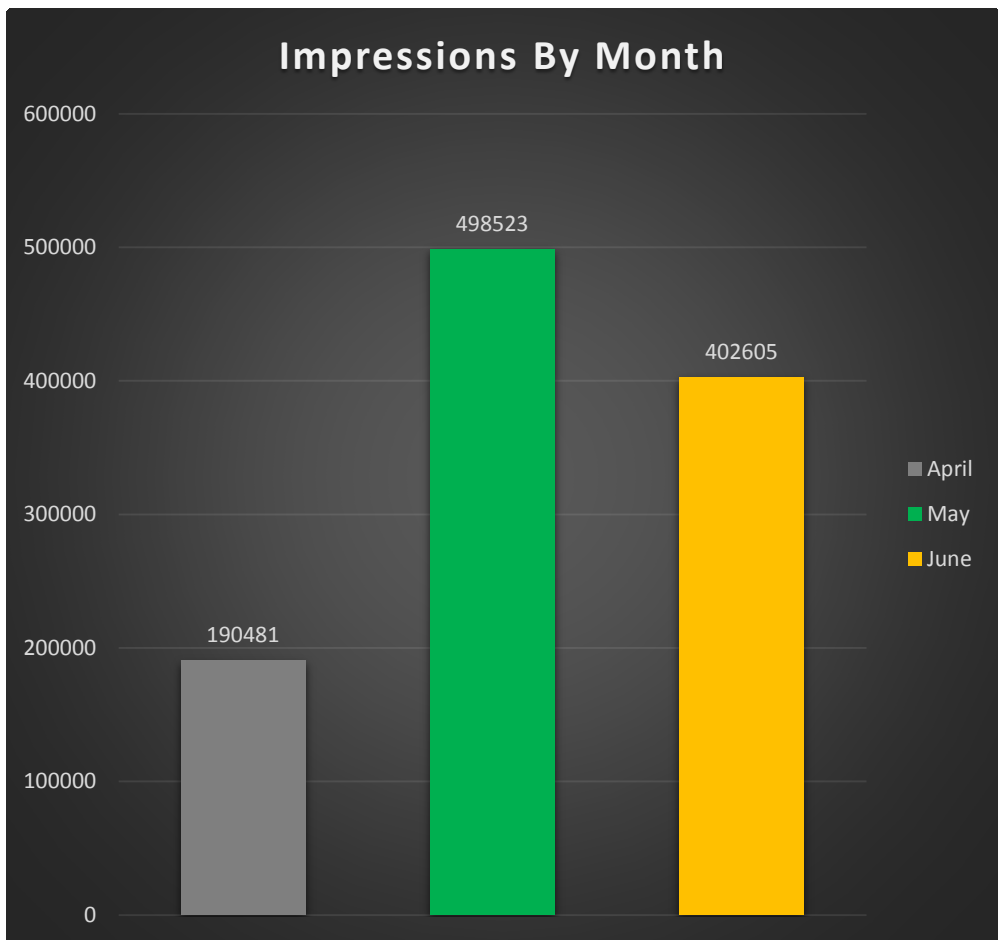
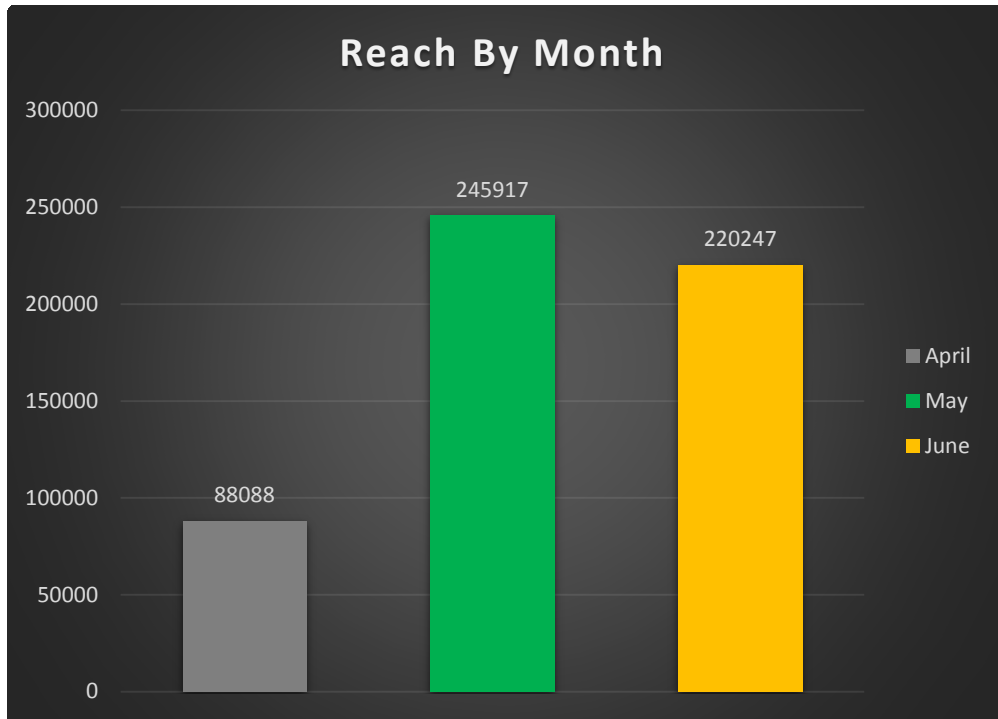
**SOCIAL MEDIA:**



For this time frame, the University’s FB following has continued to see growth. The page has reached a total of 4,626 likes. Below you’ll find the monthly breakdown of stats as well as the demographics of the people we are reaching.







**Top Posts:**

<b>Post Message</b>	<b>Type</b>	<b>Lifetime Post Total Reach</b>	<b>Lifetime Post Total Impressions</b>	<b>Lifetime Engaged Users</b>
Cassius Clay [Muhammad Ali] was on campus in the 1960's. He was pictured with President Rufus B. Atwood and Miss Kentucky State. #GOAT #KSU130 RIP Muhammad Ali.	Photo	30287	46877	1679
In 1890, the first graduating class had five graduates including Winnie A. Scott, who established the first African-American hospital in Frankfort. (Photo of Winnie A. Scott, on the far right, with two nurses in front of the Winnie A. Scott Hospital. Courtesy of the Kentucky Historical Society.)	Photo	28804	46958	2623
The One Hundred and Twenty-Seventh Commencement Convocation	Photo	13175	27360	2392
KSU Thorobred football player Josh Williams, 24   Kentucky State University	Link	13065	23461	2350
Olympic Gold Medal winner Cassius Clay (Muhammad Ali) was a hit with students on KSU's (Kentucky State College) campus in 1961. #KSU130	Photo	9105	14357	498
KSU HISTORY: On October 11, 1887, the school began with three teachers and fifty-five students enrolled. #TBT #KSU130	Photo	8253	15315	760
The Ceremony	Photo	7783	17349	1314
Aaron Thompson named interim president at Kentucky State University as national search begins  ...	Link	7692	14688	1046
Families and friends beamed with pride as they participated in the nurse pinning ceremony Thursday, May 12 in Bradford Hall. For a list of scholarship and award winners, see <a href="http://kysu.edu/2016/05/15/ksu-school-of-nursing-holds-pinning-ceremony/">http://kysu.edu/2016/05/15/ksu-school-of-nursing-holds-pinning-ceremony/</a>	Photo	7026	16273	1078
Our wonderful Thorobreds continue to make great news. Congrats to our graduates!	Link	6599	10776	340



While not as socially driven as other outlets used by the department, LinkedIn continues to see growth in engagement as well. This platform connects alumni, potential students, as well as potential employees with the university. The graphic below shows the page's statistics for the current review period.

The page now has a following of 7,162 individuals—up from 6,836 from the previous quarter. Page views for the quarter totaled 364.



The @KyStateU twitter account now has a following 2,289. This social media channel is used to communicate news, share new posts from the website, and to interact with users who mention the University.


Below, you will find the most popular tweets, their reach and their engagement separated by month.

Apr 2016 • 30 days

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**TWEET HIGHLIGHTS**

**Top Tweet** earned 1,597 Impressions  
Radio talk show host [@ZoWilliams](#) will be talking about relationships from 6 p.m. to 9 p.m. Wednesday at KSU.  
[pic.twitter.com/1WV4Okwueq](#)



**Top mention** earned 164 engagements  
[Terrence J](#) [@TerrenceJ](#) · Apr 5  
I appreciate you RT [@gavinwashington](#): [@TerrenceJ](#) did a phenomenal job speaking to the students [@kystateu...](#)  
[instagram.com/p/BD08iDBDWH1c...](#)

**Top media Tweet** earned 1,440 impressions  
.[@TerrenceJ](#) gave an engaging and inspiring Q&A today during SGA's Students' Choice Convocation. [#KyState\\_RYS16](#)  
[pic.twitter.com/NC4UmsOHKd](#)

APR 2016 SUMMARY	
Tweets	78
Tweet Impressions	40.5K
Profile visits	3,796
Mentions	260
New followers	59
Tweets linking to you	6

**Top Follower** followed by 23.5K people  
[ZoWilliams THE V.O.R](#) [@ZoWilliams](#) FOLLOWS YOU  
Zo What? Morning Show! The Voice Of Reason On DASH/HOTBUTTON RADIO! Author, TV & Radio Personality, Certified PLC, and Mentor

[24]

May 2016 • 31 days

TWEET HIGHLIGHTS

Top Tweet earned 2,914 impressions

KSU HISTORY: In October 11, 1887, the school began with three teachers and fifty-five students enrolled. #KSU130 pic.twitter.com/FPT7CTz2Zx



33 retweets 25 likes

View Tweet activity

View all Tweet activity

Top Follower followed by 8,936 people



The Hilltop

@TheHilltopHU FOLLOWS YOU

Official account of @HowardU's Student Newspaper. The Student Voice of Howard University Since 1924. #TheHilltop | Tips/Inquiries: eic@thehilltoponline.com

View profile

View followers dashboard

Top mention earned 152 engagements



Synthia SAINT JAMES

@SynSAINTJAMES · May 18

"Onward & Upward" - Kentucky State University's 130th anniversary @KyStateU pic.twitter.com/14OkWPY8uw



1 retweet 14 replies 10 likes

View Tweet

Top media Tweet earned 2,438 impressions

#HBCUs #KSU130 pic.twitter.com/2o7jtOIPK3



31 retweets 29 likes

View Tweet activity

View all Tweet activity

MAY 2016 SUMMARY

Tweets 34

Tweet impressions 36.5K

Profile visits 2,893

Mentions 188

New followers 79

Jun 2016 • 28 days so far...

TWEET HIGHLIGHTS

Top Tweet earned 5,495 impressions

Cassius Clay [Muhammad Ali] was on campus in the 1960's. Pictured with Pres. Atwood and Miss Kentucky State. #GOAT pic.twitter.com/e7Qb9aSYv0



61 retweets 39 likes

View Tweet activity

View all Tweet activity

Top Follower followed by 246K people



KevinLiles.com

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Mr. Make It Happen | KWL Enterprises | 300 Entertainment

View profile

View followers dashboard

Enrich your Tweets with Twitter Cards

Using Twitter Cards gives you greater insight into your URL clicks, app installs, and Retweets.



Top mention earned 1,064 engagements



KTLA

@KTLA · Jun 18

A 24-year-old man killed Tuesday in Inglewood played football for @OregonState and @KyStateU on ktla.com/Cab0x pic.twitter.com/8KZpbY9PrN



1 retweet 61 replies 55 likes

View Tweet

Top media Tweet earned 4,737 impressions

#RIP Josh Williams -- KSU football @KSU\_Athletics #HBCU pic.twitter.com/9uq0SxgA7A



37 retweets 23 likes

View Tweet activity

View all Tweet activity

ADVERTISE ON TWITTER

Get your Tweets in front of more people

Promoted Tweets and content open up your reach on Twitter to more people.

Get started



JUN 2016 SUMMARY

Tweets 55

Tweet impressions 48.2K

Profile visits 3,290

Mentions 137

New followers 56



Instagram

Our Instagram account (Instagram.com/kentuckystateuniversity) has seen a consistent amount of interaction as detailed below.

We have grown from 817 followers since our last report to 947 followers as of June 30.

**Summary**

Total posts <b>19</b>	Total likes <b>620</b>	Total comments <b>8</b>
	Average likes per post <b>33</b>	Average comments per post <b>1</b>

**Performance**

**Best posts**

Best 3 posts by total likes received

Jun 17, 2016 - 07:40 pm



**52** likes **2** comments

Our super involved student ambassadors (one's a drum major & one's a kicker) give new Thorobreds a tour of campus. #KSU130


May 26, 2016 - 00:58 pm



**48** likes **0** comments

KSU HISTORY: On October 11, 1887, the school began with three teachers and fifty-five students enrolled. #TBT #KSU130

May 14, 2016 - 03:34 pm



**46** likes **0** comments

Enter to learn. Go out to serve. Congratulations to the #classof2016 #onwardandupward #KYSU #ilovemyhbcu #HBCU #hbcugrad #graduation

<b>To:</b>	Board of Regents External Relations and Development	<b>Date:</b> July 22, 2016
<b>From:</b>	Rick Smith, Vice President External Relations and Development	
<b>Subject:</b>	Endowment Management Report	
<b>Reason for Consideration:</b>	Informational Item	<b>Enclosures:</b> Yes

**Background:**

**Recommendation:**

Informational

Informational Item

<b>Initiator:</b>	Rick Smith, Vice President External Relations and Development
<b>Board Action Date:</b>	July 22 2016
<b>Effective Date:</b>	July 22, 2016

**KENTUCKY STATE UNIVERSITY**  
**Regular Meeting of the Board of Regents**  
**External Relations and Development Committee**  
**July 22, 2016**  
**Marriott Griffin Gate Hotel**  
**Lexington, KY**

**Endowment Management Report**

The market value of the Endowment as of 06/29/16 is \$15,014,328. This represents an increase of approximately \$160,129 (+1.08%) during the 2nd calendar quarter of 2016. Over the last 6 months the portfolio is up approximately \$282,000 (+1.91%). During the volatile month of June the portfolio is flat.

**Economic and Market Overview**

The uncertainty surrounding the Brexit vote will likely reduce global growth modestly. Pre-Brexit, the IMF estimated that global growth in 2016 would advance at a 3.2% pace in 2016. The uncertainty regarding the mechanics of Brexit and significant ongoing perceived risk to the EU structure will have economic costs, particularly in slowing business investment. We believe that 2016 global growth is more likely to be in the high 2%/3.0% range.

We estimate that U.S. GDP will gain 2.0-2.5% this year, rebounding from a slow start. We continue to believe that U.S. growth is sustained by labor market gains, an improved consumer (job & wage growth, credit access), and a demographically-enhanced housing market. We continue to believe that rising commodity prices, tight labor markets and low productivity growth will bring urgency to the Fed's need to "normalize" interest rates. However, the Brexit-related turmoil will give the Fed additional reason to move slowly. We judge one more rate hike this year as completely plausible, predicated on our belief that the weak first quarter U.S. GDP report is not representative of full year 2016 growth.

Given our belief that the markets underestimate the propensity for the Fed to hike short-term rates, we find little value in bonds. However, low and negative rates abroad reduce the downside risk. We believe that monetary stimulus has diminishing returns in general, and negative interest rate policies risk unintended consequences that may actually impede growth. We will be watching for signs that negative interest rate policies may offset or impede the benefits of asset purchase programs and regulatory reform. In the wake of Brexit, central bank policy will place a focus on liquidity provision through asset purchases. The BOJ will likely work to restrain the strength of the yen.

We are modest bulls. We see earnings growth getting a boost from three factors:

- a) The manufacturing contraction has ended
- b) Oil prices have stabilized and energy sector comps will be more favorable, and
- c) The 2015 impediment of a soaring dollar will not be replicated, even if the dollar gains slightly from current levels.

We believe that oil prices today anticipate a state of equilibrium, and consequently

expect oil prices to be range-bound. World oil demand continues to grow and the rate of supply growth continues to slow as markets are at long last coming into balance. Excess but unused production capacity in North America is a critical swing factor that will constrain moves to the upside while continued demand for oil driven by (possibly accelerating) global growth will prevent any significant price decline.

# Achieving Transformation Through Technology

## Board of Regents Retreat

Wendy D. Dixie

July 21, 2016

# Achieving Transformation Through Technology

- Strategic component in the successful transformation of an organization
- Past year - maintained and stabilized the technology infrastructure; slight improvements realized
- Challenges exist



# Achieving Transformation Through Technology

## Antiquated Technology Infrastructure

### Fiber

- Current status: 90% of campus multimode
- No fiber from main campus to south of railroad

\$ to Replace \$500-700K

### Building Wiring

- Current status: 13 building with older cabling

\$350 -420K

### Data Closets

- Current status: 75 closets
- Most are exposed to environmental hazards

\$15-100K

### Network Switches

- Current status: 155 switches
- Most are 11 years old

\$790K-1.4 million

### Wireless Access

- Current status: 260 internal and 60 external points
- Not the latest technology

\$450-580K

# Achieving Transformation Through Technology

## Antiquated Technology Infrastructure

### Servers

- Current status: 52 physical and 50 virtual
- Some equipment over 9 years old

\$ to Replace

\$245-350K

### Telephone System

- Outdated features
- Older technology; some equipment not under warranty

\$400-550K

### Data Center

- No redundant cooling
- Unstable power infrastructure
- Moved 85% of data center to Commonwealth Office of Technology in May 2016

\$22,000 annual

Estimated Total Cost to Replace/Upgrade = \$ 4million

# Achieving Transformation Through Technology

## PC Refresh Cycle

### Phase I

- Purchased 251 computers in August 2014
- Faculty in this phase

### Phase II

- Purchased 286 computers in August 2015
- Labs, classrooms, Residence Halls, and Staff

### Phase III

- Labs/Classrooms, Residence Halls, Library, and Staff will be replaced
- 150 desktops, 57 laptops and 18 iMacs
- We are in this phase



### Phase IV

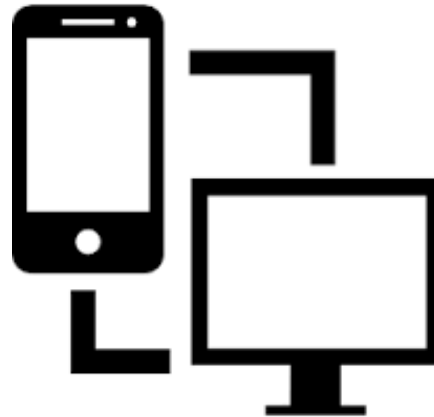
- Remaining Staff
- Planned for 2017

# Achieving Transformation Through Technology



## Labs

- Current status: 35 labs
- PCs are available for use within Student Center and main area of the Library until Midnight
- PCs are available in the 24-hour study area in the Library



## PCs

- PCs (laptops, desktops and tablets) - Over 1,500



## Classrooms

- Current status: 55% with technology such as projector, smart board, or a smart device
- An increase of 3% from July 2015

# Achieving Transformation Through Technology

## Paul G. Blazer Library

### Current

- Aesthetically challenged and antiquated
- Needs a major renovation of physical space and overall physical infrastructure
- Needs modernized systems

### Future

Creation of master plan to include:

- Technology-rich environment
- Lecture or event space
- Collaborative or Individual Learning Spaces
- Writing and Communications Center
- Consolidation of core services

## Agenda Item Background

<b>To:</b>	Board of Regents	<b>Date:</b> July 22, 2016
<b>From:</b>	Aaron Thompson	
<b>Subject:</b>	Rick Smith, Interim Vice President of External Relations and Development	
<b>Reason for Consideration:</b>	Approval	<b>Enclosures:</b> Yes

### Background:

The resume of Rick Smith is attached.

### Recommendation:

Recommendation – That the Board of Regents approve and ratify the appointment of Rick Smith as Interim Vice President of External Relations and Development.

Approval

<b>Initiator:</b>	Aaron Thompson
<b>Board Action Date:</b>	July 22, 2016
<b>Effective Date:</b>	July 22, 2016

# Rick W. Smith Sr.

P.O. Box 91724. Louisville, Kentucky 40291

Email: [Rwsmith66@gmail.com](mailto:Rwsmith66@gmail.com)

Tel: 678 354 9766

[www.linkedin.com/pub/rick-smith-sr-mba](http://www.linkedin.com/pub/rick-smith-sr-mba)

## **Professional Summary**

Accomplished with more than twenty years of executive-level management and consulting experience in all facets of; healthcare operations, public relations, internal communications, consumer and business marketing, development, government relations and diversity and inclusion initiatives. Core duties focused on increasing market share, image management, enhancing employee engagement, fundraising, business development, ensuring culturally-competent care for patients, families and employees and leveraging supplier and community diversity efforts through diversity and inclusion initiatives.

Companies include: KentuckyOne Health System, Pheobe Putney Health System, Ephraim McDowell Health, Southeast Alabama Medical Center, Southern Regional Health System, Aydlotte & Cartwright Inc., The Health Alliance of Greater Cincinnati, and The University of Cincinnati Medical Center.

## **Education**

- Masters of Business Administration, Kennedy-Western University (Warren National University), Cheyenne, Wyoming 2005
- Bachelors of Arts, Broadcast Communications, University of Louisville, Kentucky 1989

## **Publication Experience**

The New Marketing Frontier. Spectrum, Society for Healthcare Strategy & Marketing Development published January 2015.

## **Professional Experience**

### **KentuckyOne Health System – Louisville, KY**

SYSTEM DIRECTOR, COMMUNICATIONS

2013-PRESENT

Direct the internal communications efforts for KentuckyOne Health. Responsibilities include creating framework for internal communication across the system utilizing traditional and non-traditional methods of communicating to system employees, employed, non-employed physicians and clinical staff. KentuckyOne currently includes more than 200 locations (including 14 hospitals) and more than 13,000 employees, with a rich and diverse culture of Catholic, Jewish and academic heritages. Of which I developed and implemented strategic communication plans for several key Human Resources initiatives, including organizational merit increases, PTO, compensation integration. KentuckyOne Health's majority sponsor is Catholic Health Initiatives (CHI) – one of the largest and most respected health care systems in the country. KentuckyOne Health is also one of the largest systems within CHI, accounting for approximately 20% of the national organization's overall assets. And I launched an internal communication campaign entitled Becoming KentuckyOne, which served as the umbrella for employee recruitment and integration of communication both externally and internally.

**Phoebe Putney Health System—Albany, GA**

SYSTEM CORPORATE DIRECTOR, MARKETING &amp; PUBLIC RELATIONS

2012-2013

Administrator of Phoebe Putney Health System Marketing and Public Relations (PPHS) functions and coordinated media efforts during Albany Dougherty Healthcare Authority vs. Federal Trade Commission. Phoebe Putney Health System is a network of four hospitals, and more than 200 family medicine clinics, rehab facilities, auxiliary services, and medical education training facilities spread over a nine county service area.

**Healthcare Consultant—Louisville, KY**

Owner and President

2011-2012

Worked with healthcare and higher education clients, consulting in areas of public relations, marketing, media relations, strategic planning, planning and development, diversity and inclusion. Provided media training for government officials, healthcare executives, public relations and marketing professionals, and physicians.

**Ephraim McDowell Health—Danville, KY**

VICE-PRESIDENT /CHIEF MARKETING OFFICER

2009 –2011

Served on the system's senior leadership team with executive responsibilities for the Marketing, Public Relations, and Government Relations functions of EMH. Duties also included operational responsibility for services provided by Ephraim McDowell Health Resources, which include the McDowell Wellness Center, MedSource (DME), A Children's Place (child care facility), McDowell Place of Danville(100-bed assisted living center), Ephraim McDowell Medical Center Auxiliary and Ephraim McDowell Ft. Logan Auxiliary. Produced an 8% increase in both operating and net income margins in DME for FY11. Re-engineered wellness center operations, achieving cost efficiencies and increased member satisfaction. Recipient of Kentucky Hospital Association Thoroughbred Award of Advertising Excellence two consecutive years. Planned and coordinated Breast Cancer Awareness Month activities, including hanging the largest Pink Ribbon in the Commonwealth of Kentucky (75ft) on EMRMC building, Tickled Pink Comedy show and dinner, Real Men Wear Pink Advertisement, and Pink Glove Dance Video.

**Southeast Alabama Medical Center—Dothan, AL**

VICE-PRESIDENT OF MARKETING &amp; COMMUNITY RELATIONS

2005 – 2009

Served on the hospital administrative team with executive responsibility for hospital growth and service line development, business development, physician relations, marketing, public relations, volunteers, retail, print shop, training and development, child development center, and security services for Southeast Alabama Medical Center. Also served as administrative contact for marketing and public relations functions at SAMC affiliate, Medical Center Barbour- a 120-bed hospital located in Eufaula, Alabama, which serves southeast Alabama and southwest Georgia. Implemented Thompson-Reuters CRM™ to track success/profitability of marketing and public relations activities. Administrative contact for hospital "Loyalty Team", which focused on hospital service improvement initiatives to improve patient satisfaction scores. Administrative contact for hospital "Growth Team", which monitored and forecasted changes in market share, physician admission trends, and general SWOTs. Created retail division which included hiring a retail director, creation of four retail shops, campus restaurants, vending, fitness facility, and e-commerce. Revenues of combined shops exceeded \$100,000 in first year of operation. Coordinated multi-faceted facility beautification and improvement project. Coordinated year-long 50<sup>th</sup> anniversary

activities in 2007, which included publication of hospital yearbook, activities for employees, retirees, physicians, board, and community members. Leadership role in hospital's efforts to acquire federal funding to launch a rural health-screening program. Partnered with hospital CEO to create SAMC Foundation to serve the development and philanthropic needs of the organization.

**Southern Regional Health System—Riverdale, GA**

MANAGING DIRECTOR OF PUBLIC RELATIONS/MARKETING & GOVERNMENT RELATIONS 2000 – 2005

Managed staff of eight public relations, marketing, community relations, government relations, and administrative professionals. Formed Cultural Diversity Advisory Community (CDAC) to advise CEO, VP of HUMAN RESOURCE and Administrative Team on issues related to diversity and inclusion in the workplace. Co-executive sponsor of hospital customer service initiative utilizing the Studer Group. Worked with hospital CEO and VP of Planning to develop hospital strategic plan. Plan included aggressive growth strategy in primary and secondary services areas resulting in 5% marketing share growth and CON work for Acute Rehab Center.

**The UC Medical Center & Health Alliance of Greater Cincinnati, OH**

DIRECTOR OF PUBLIC RELATIONS & MARKETING, THE UNIVERSITY HOSPITAL 1994-1998

Directed public relations and marketing efforts for Cincinnati's second largest acute care hospital. Managed budget in excess of one million dollars. Served as University Hospital's representative on the University of Cincinnati's Cultural Diversity Advisory Committee. The University Hospital was member of the Health Alliance of Greater Cincinnati. University Hospital is a regional resource for primary care and specialized treatment services and a major teaching hospital. Managed a staff of seven, including three media relations specialists, one marketing specialist, editor, and one public relations/marketing assistant. Responsible for creating the Marketing and Public Relations Department housed within the University Hospital. Helped lead communications and branding efforts during the formation of the Health Alliance of Greater Cincinnati. Worked daily with local, national, and international media outlets. Also responsible for media relations functions of each Health Alliance facility.

**WKRC-TV, WHAS-TV, WLWT-TV, WAVE-TV**

1986 - 1994

Emmy Award winning journalist, working in television news in major television markets for eight years. Positions included: assignment editor, writer, producer, field producer, anchor and anchor.

**FACULTY EXPERIENCE**

Adjunct Faculty member teaching **Healthcare Strategic Marketing at Saint Catherine College, Springfield, Kentucky**. Also served as a faculty member for the **American College of Healthcare Executives Leadership and Senior Leadership Executive Training Program 2010-2014**, teaching crisis communication and media relations preparedness skills.

## **PROFESSIONAL & COMMUNITY AFFILIATIONS & DISTINCTIONS**

- American College of Healthcare Executives (ACHE), member since 2004-Present
- Rotary Club of Louisville, Kentucky 2015-Present
- Louisville Urban League ULAS Class 2015
- South Oldham High School Based Decision Council (SBDM) Member 2014-2015
- Who's Who Black Louisville 2014, 2015
- Leadership Louisville 2014-2015 Class Member
- Leadership Louisville Board Finance Committee Member 2014-Present
- Kentucky Chapter American College of Healthcare Executives, Board of Directors, 2011-2012
- Heart of Kentucky United Way, member Marketing Committee 2010-2012
- Fern Creek High, Louisville, Kentucky School Board of Directors, 2010-2012
- Danville, Kentucky Community Arts Center, Board Member 2010-2011
- Danville, Kentucky Rotary, member 2009-2011
- Recipient of Danville Advocate "Best Boss" Award in Danville, Kentucky 2010
- Featured speaker, 2010 Ephraim McDowell Health Auxiliary Board Retreat
- Fern Creek High School Hall of Fame inductee 2009
- Dothan, Alabama, Rotary, member 2005-2009
- American College of Healthcare Executives, 2009 Senior Executive Leadership Development Program Alumni
- Southeast Alabama Wiregrass United Way, member Marketing Committee 2005-2009
- United Way of Southern Crescent Atlanta, GA, Board of Directors and Marketing Committee 2005
- Riverdale, GA Youth Empowerment Project Board Member, 2000-2005
- National Speaker, What's Right In Healthcare, Studer Group Conference, Chicago 2005
- Selected by CEO to represent hospital in the inaugural class of Leadership GHA 2003-04
- Selected by the Atlanta Business Chronicle for "Up and Comers: Under 40 and Rising" Fall 2004 special profile
- Who's Who Black Atlanta 2003
- Society for Healthcare Strategy and Market Development, member since 1998
- United Way of Cincinnati, Volunteer and Marketing Committee member, 1998
- Urban League, Greater Cincinnati Marketing Committee Chair, 1997- 1998
- Urban League of Greater Cincinnati African-American Leadership Development Program Class V, 1997
- Who's Who Black Cincinnati, 1997
- Greater Cincinnati YMCA Black Achiever 1997
- National Association of Health Services Executives, member since 1995