BOARD OF REGENTS
for
KENTUCKY STATE UNIVERSITY

Regular Meeting of the Board of Regents

Friday, January 31, 2025

10:00 a.m. EST

Julian M. Carroll Academic Services Building, 2nd Floor
400 East Main Street
Frankfort, Kentucky 40601

KENTUCKY STATE UNIVERSITY BOARD OF REGENTS
REGULAR MEETING

***** Meeting Will be Conducted in Person and by Teleconference *****

Friday, January 31, 2025
10:00 a.m. EST

Board of Regents Room
Julian M. Carroll Academic Services Building, 2nd Floor
400 East Main Street
Frankfort, Kentucky 40601
(Primary Physical Location)

Zoom Link: https://kysu.zoom.us/j/99258303100
Webinar ID: 992 5830 3100
One Tap Mobile: US: +13092053325,,99258303100# or +13126266799,,99258303100#

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1. Call to Order	**Regent Tammi Dukes** Board Chair
2. Roll Call	**Zach Atwell** Board Secretary General Counsel
3. Approval of the Agenda	**Chair Dukes**
4. Information Items	
A. University Senate Reports	
i. Faculty Senate Report	**Dr. Patrese A. Nesbitt** Faculty Senate President
ii. Staff Senate Report	**Mr. Delandual Conwell** Staff Senate President
iii. SGA Report	**Regent Aury Rios-Alcantara** SGA President
B. Athletics	**Mr. Grant Stepp** Athletic Director **The Pictor Group** M. Diane Murphy, PhD Sandy Hatfield Clubb

Carolyn Schlie Femovich
Ingrid Wicker McCree, EdD

i. Report on Feasibility Study

C. Finance & Administration — **Ms. Vicki Dunaway**
VP, Finance & Administration

i. Financial Report
ii. Report on President's Expenses and Travel

D. President's Report — **Dr. Koffi C. Akakpo**
President

Dr. Wendy D. Dixie
VP, Information Technology
& Special Assistant to President

5. Action Items

A. Capital Planning & Facilities Management — **Ms. Jennifer Linton**
Director, Capital Planning &
Facilities Management

i. Approval of Budget Increase for the McCullin Hall Renovation Project
ii. Approval of Budget Increase for the Chandler Hall Renovation Project
iii. Approval of Budget Increase for the Betty White Renovation Project
iv. Approval of Improvements to Campus Walkways and Miscellaneous Repairs
v. Approval of the Hunter Hall Renovation Project
vi. Approval of the ASB Roof and Windows Project

B. Finance — **VP Dunaway**

i. Approval to Sell Surplus Buses
ii. Approval to Increase Per Diem Rates
iii. Approval of Protiviti Contract Expenditures
iv. Approval of Peoplelink Contract Expenditures
v. Approval of New Tuition Rates

C. Human Resources — **Ms. Kendra Herve**
Director of Human Resources

i. Approval of Pending Personnel Actions

D. Land Grant Program — **Dr. Marcus Bernard**
Dean, College of Agriculture, Health, and Natural Resources
Director, Land Grant Program

i. Approval of Leap Evaluation Consulting Contract Expenditures

E. Governance — **Chair Dukes**

i. Approval of Previous Meeting Minutes
ii. Approval of Updated Bylaws

6. Closed Session — **Attorney Atwell**

A. Pending and Possible Litigation (KRS 61.810(1)(c))

7. Closing Remarks — **Chair Dukes**

8. Adjournment — **Chair Dukes**

KENTUCKY STATE UNIVERSITY

Component One:
Athletics Program Review & SWOT Analysis

Executive Summary

The PICTOR Group
Intercollegiate Athletics Consulting
Rethink. Refocus. Recalibrate.

January 15, 2025

M. Dianne Murphy
Ingrid Wicker McCree
Carolyn Schlie Femovich

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Introduction

The PICTOR Group, an Intercollegiate Athletics Consulting Firm was engaged on August 1, 2024, by Kentucky State University for the purpose of conducting *an Athletics Review and Situation Analysis (SWOT)* of the intercollegiate athletics program.

Throughout the review process, members of *The PICTOR Group* worked collaboratively with Grant Stepp, Director of Athletics, Jacqueline Duvall, Associate Athletics Director/Senior Woman Administrator (SWA), Christian Flowers, Assistant Athletics Director for External Operations and Dr. Clemette Haskins, Senior Fellow, Kentucky Council on Postsecondary Education.

The three individuals representing *The PICTOR Group* were Vice President and Project Leader, Dr. M. Dianne Murphy, Dr. Ingrid Wicker McCree, Consultant and Carolyn Schlie Femovich, Vice President.

Dr. M. Dianne Murphy has extensive experience as a head women's basketball coach at the NCAA Division I level She has been an athletics administrator at Kentucky State University, University of Iowa and Cornell University. She also served as the Athletics Director at the University of Denver and Columbia University in the City of New York.

Dr. Ingrid Wicker McCree has an impressive record and storied career in higher education with more than 30 years in diverse roles. She has served as the Head Volleyball Coach and Director of Athletics at North Carolina Central University. She has also served in various leadership positions on local, regional and national boards.

Carolyn Schlie Femovich is an accomplished leader and respected athletics administrator. She has served in top leadership positions for over 40 years at both the campus and conference office levels. She was the Executive Director of the Patriot League and a Senior Associate in the athletics program at the University of Pennsylvania.

The PICTOR Group reviewed various informational materials provided by Kentucky State Athletics through a shared Dropbox folder between Kentucky State Athletics and *The PICTOR Group.*

Feedback was gathered from three distinct stakeholder groups utilizing three distinct *Survey Questionnaires* designed by *The PICTOR Group* and approved by the senior leadership in Kentucky State Athletics. The three *Survey Questionnaires* were administered electronically by Survey Monkey. One *Survey Questionnaire* was administered to members of the *Athletics Staff*. A second *Survey Questionnaire* was administered to *Student-Athletes.* A third *Survey Questionnaire* was administered to *Friends of Athletics.*

The PICTOR Group representatives visited the campus of Kentucky State University on October 7-8, 2024. The representatives toured athletics facilities and conducted in-person interviews with internal stakeholders from select members of the *President's Cabinet* and other campus executives. Interviews were also conducted from members of the *Athletics Staff* and *Student-Athletes.* Virtual interviews were also conducted with *Friends of Athletics.*

The PICTOR Group representatives analyzed data from the *NCAA Institutional Performance Program (IPP).* The goal of the *IPP* is to provide institutional leaders with vital and significant data to assist with planning, performance and oversight of their intercollegiate athletics programs. The *IPP* guides and supports member institutions with data models, data management and reporting to safeguard the health and well-being of student-athletes and to promote the integrity of the institution.

Acknowledgements

The PICTOR Group wishes to thank Grant Stepp, Director of Athletics for his confidence in recommending *The PICTOR Group.* A special thanks is also extended to Jacqueline Duvall, Associate Athletics Director/SWA for her leadership during the review process, Christian Flowers, Associate Athletics Director for External Operations for providing pertinent background information and Dr. Clemette Haskins, Senior Fellow, Kentucky Council on Postsecondary Education for her invaluable assistance and wise counsel.

A special thanks is extended to members of the *President's Cabinet, University Administrators and Athletics Staff* for sharing their insightful perspectives. A debt of gratitude is also extended to the *Student-Athletes* for their participation in providing critical information and a special thanks to *Friends of Athletics who* provided relevant information for this *Report*

CHAPTER I

Introduction and Background

Kentucky State University is a public historically Black land-grant university in Frankfort, Kentucky. Founded in 1886 as the State Normal School for Colored Persons, and becoming a land-grant college in 1890. Kentucky State is the second oldest state-supported institution of higher learning in Kentucky.

Kentucky State University is in the Kentucky State capitol city, Frankfort, Kentucky, a city of approximately 30,000. Approximately 1,300 students attend Kentucky State and 81% of the students are African American. Students are divided into five colleges. The University offers four associate degrees, 55 undergraduate degrees and six postgraduate programs.

Kentucky State offers 14 NCAA Division II varsity sports programs, comprised of approximately 300+ student-athletes and approximately 27 Athletics staff members who are classified as employed, part-time and volunteer coaches and staff. There are eight men's sports programs and six women's sports programs. The men's sports programs include baseball, basketball, cross country, football, golf, indoor track and field, outdoor track and field and volleyball. The women's sports programs include basketball, cross country, softball, indoor track and field, outdoor track and field and volleyball. The athletics program reports directly to the Office of the President.

The Kentucky State athletics program competes in the Southern Intercollegiate Athletic Conference (SIAC), a league that features 15 public and private institutions. The SIAC members include Albany State, Allen University, Benedict College, Central State, Clark Atlanta University, Edward Waters, Lane College, LeMoyne-Owen College, Miles College, Morehouse College, Savannah State, Spring Hill College, and Tuskegee University.

Statement of the *Project*

The purpose of this *Project* was to perform an *Athletics Review and SWOT Analysis* of the Kentucky State University intercollegiate athletics program and identify potential areas of improvement.

Specific Components of the *Project*

The PICTOR Group was interested in gathering:

1. Perspectives on Kentucky State Athletics from the *Athletics Staff.*
2. Perspectives on Kentucky State Athletics from *Student-Athletes.*
3. Perspectives on Kentucky State Athletics from *Friends of Athletics*
4. Perspectives on Kentucky State Athletics from select members of the President's Cabinet and other campus executives and staff.
5. Financial data and programmatic elements gathered from resource materials.
6. A comparison of *NCAA IPP data* from peer and aspirational institutions.
7. An assessment of the athletics program's facilities.

Basic Assumptions

The following assumptions served as a basis for this *Report:*

1. There is a genuine interest by the University in gaining a better understanding of Kentucky State Athletics.
2. There is a sincere commitment by the University to provide an outstanding experience for the student-athletes in both the men's and women's sports programs.
3. Representatives of *The PICTOR Group* correctly interpreted the results gathered from the three distinct *Survey Questionnaires*.
4. The representatives of *The PICTOR Group* accurately captured the information gleaned from in-person and virtual interviews.

Limitations

The results of this *Report* could have the following limitations:

1. Accuracy of information gathered by *The PICTOR Group* was potentially limited by the information provided from all sources utilized.
2. Responses requested on the three *Survey Questionnaires* by the *Athletics Staff, Student-Athletes and Friends of Athletics* depended on their interpretation of the questions and their willingness to answer the questions openly.

3. Completion and return of the questions on the three *Survey Questionnaires* were voluntary.
4. The small number of *Student-Athletes (13)* and *Friends of Athletics (five)* who participated in the in-person and virtual interviews should be considered a missed opportunity.

CHAPTER II

Approach and Methodology

Procedures

The PICTOR's Group approach and methodology was to facilitate the *Project* with a deliberate process which consisted of three distinct phases. Phase I (Preliminary Work and Discovery); Phase II (On-Campus Visit); Phase III (Data Collection and Analysis).

Design of *Survey Questionnaires*

The PICTOR Group representatives with approval from Grant Stepp, Director of Athletics designed the questions included in the three *Survey Questionnaires.* The consultants also created a *Transmittal Cover Memorandum* which accompanied each *Survey Questionnaire.* Each of the *Survey Questionnaires* were distributed from the Office of the Director of Athletics.

Collection of *Survey Questionnaires*

On Tuesday, September 10, 2024, the Associate Athletics Director of Athletics/SWA distributed the *Survey Questionnaires* to members of the *Athletics Staff* and *Student-Athletes.* On Monday, September 16, 2024, the *Friends of Athletics Survey Questionnaire* was distributed by the Associate Athletics Director/SWA. Each *Survey Questionnaire* was accompanied by a *Transmittal Cover Memorandum* which explained the purpose, encouraged candid responses as well as prompt completion and return. Directions for completion appeared on each *Survey Questionnaire* and there was no identification of specific individuals when the responses were collected. Each of the *Survey Questionnaires* required approximately 20 minutes to complete.

Each of the completed *Survey Questionnaires* was returned directly to Survey Monkey. The deadline for completing and returning the *Athletic Staff Survey Questionnaire* was September 19, 2024. The deadline for completing and returning the *Student-Athlete Survey Questionnaire* was September 18, 2024, and the deadline for completing and returning the *Friends Athletics Survey Questionnaire* was September 30, 2024.

Analysis of *Survey Questionnaires*

The *Survey Questionnaires* were administered to 27 *Athletics Staff*, 313 *Student-Athletes* and 3,500 *Friends of Athletics*. Out of the 27 *Survey Questionnaires* administered to *Athletics Staff* there were 20 completed and returned for a response rate of 74**%.** Out of the 313 *Survey Questionnaires* administered to the *Student-Athletes* there were 167 completed and returned for a response rate of 53%. Out of the 3,500 *Survey Questionnaires* administered to the *Friends of Athletics* 156 were completed and returned for a response rate of .04%.

Institutional Performance Plan (IPP)

The *IPP* data presented in Chapter III are from the most recent NCAA *IPP Dashboard* and are for the *2022-23* academic year. The data compares Kentucky State University's actual data to three custom peer groups to the median of the SIAC, all NCAA Division II institutions and members in the Great Lakes Valley Conference (GLVC).

Members of the SIAC are Allen, Lane, LeMoyne-Owen, Miles, Tuskegee, Spring Hill, Albany State, Edward Waters, Savannah State, Fort Valley State, Morehouse, Clark-Atlanta, Benedict Allen, Central State.

Members of the GLVC are Upper Iowa, Lewis University, William-Jewell, Truman State, Rockhurst University, Maryville University, University of Missouri St. Louis, Lincoln University, Drury University, Southwest Baptist, Missouri S&T, Quincy University, University of Illinois Springfield, Mc Kendree University, University of Indianapolis.

Chapter III

Findings

A summary of the three *Survey Questionnaire* results, and interviews are presented first. An assessment of athletics facilities and venues are presented second, and a review of the *NCAA Institutional Performance Program (IPP) data* are presented third. Competitive results from the NACDA Learfield College Directors' Cup and the SIAC Commissioner's Cup are also summarized followed by the *Situation Analysis (SWOT).*

Summary of *Survey Questionnaire Results and Interviews*:

According to the results of the three *Survey Questionnaires*, and interviews, there is consistent and strong perspective that Kentucky State Athletics is underfunded.

Student-athletes, athletics staff and friends of athletics feel strongly that the athletics facilities are below average, are not properly maintained and, in some cases, present serious risk management issues. The athletic training suite is too small and there is outdated and an insufficient amount of equipment in strength and conditioning areas. While some sports programs have locker rooms, all locker rooms need an upgrade. Some teams do not have locker rooms.

There is a deficient number of full-time assistant coaches and student-athlete support services staff. There are only four women in leadership positions in the athletics program. There is one certified athletic trainer and there is no certified strength and conditioning coach to support 14 teams and 300+ student-athletes. There is great stress placed on head coaches to fulfill their primary coaching and administrative responsibilities without sufficient support from assistant coaches and other student-athlete support staff. Coaches and athletics staff are not provided any substantive mentoring and professional development.

Funding for recruiting prospective student-athletes is very low or non-existent. Coaches expressed concern about their inability to effectively recruit. Sports programs are often not permitted to offer the allotment of athletics scholarships budgeted.

There are only three athletics administrators who direct, manage and supervise the athletics program. Based on the interviews conducted many of the interviewees consider the number of athletics administrators insufficient given the myriad of their job responsibilities and oversight for 14 sports programs and 300+ student-athletes.

The athletics program has not been able to support the basic footwear, equipment and apparel needs of student-athletes. Student-athletes on some teams purchase their footwear, equipment and practice gear. Teams often wear contest apparel for several seasons due to the inability to replace contest uniforms and warmups. Team travel presents transportation challenges due to the quality, cleanliness and availability of buses for away competition. Meals provided by the athletics program during official team travel consists mainly of eating at fast food restaurants with limited food options.

Providing better nutritional options, expanding mental health services and offering more individualized academic support are key areas for improvement. Enhancing faculty cooperation by providing more flexibility to accommodate student-athletes' schedules, particularly around official team travel and missed class time is an opportunity to augment the overall student-athlete experience.

There is very little structured life-skills programming for student-athletes. Enhancing student-athlete life-skills enrichment programs such as leadership development and career workshops which focus on resume writing, interviewing, and networking is an opportunity to strengthen the overall student-athlete experience and better prepare student-athletes for life after graduation. There is an opportunity for broader collaboration between the athletics program and Offices of Academic Affairs and Student Affairs to support the well-being of student-athletes. Head coaches should be strongly encouraged to advocate to their student-athletes to take advantage of the support services that are provided on campus.

There appear to be gender equity issues based on the *2022-23 Equity in Athletics (EADA) Report* that need to be addressed including increasing participation opportunities, athletics scholarships, number of assistant coaches, compensation, and operating expenses.

There is a disconnect in friend, fan and fundraising efforts. There is not a centralized and coordinated fundraising strategy and a lack of training and professional development for athletics staff and head coaches on relationship building and friend, fan and fundraising.

The absence of a dedicated staff member for revenue generation (fundraising, sports marketing) means the athletics program is not fully integrated into the larger advancement strategy of Kentucky State. The lack of a dedicated staff member leads to missed opportunities for revenue acquisition and missed opportunities in and alumni, parent and donor engagement.

Summary of Athletics Facilities and Venues

The facilities at Kentucky State University are a vital component of the athletics program, significantly influencing the perception of prospective students, student-athletes, donors, visiting teams, and the broader community. While the athletics facilities have some strengths, there are notable challenges and safety concerns with certain practice/competition venues for specific sports programs. Many facility spaces are shared, and some are located off-campus, creating logistical challenges such as limited practice time and transportation issues. There are locker rooms or spaces provided for most teams. Locker rooms are outdated and too small to accommodate most teams. Upgrades are needed for baseball, men's and women's basketball and football. Softball does not have a locker room and both cross country programs and track and field programs do not have a locker room for either gender.

There appears to be risk management issues with the main playing surface in Bell Gymnasium. There are visibly damaged, rotten and missing wooden floor pieces to the main playing surface. The baseball complex appears to have risk management issues which include no fencing around the perimeter of the complex, holes in the batting cages and holes in the protection screens. The dugouts appear also to be unsafe.

The main athletic training suite is small cramped, and outdated. It is also in need of upgrades. The track is not usable and there are safety concerns at the William Exum Center. In some instances, there are no locks on doors, or the locks do not function properly.

Summary of NCAA Institutional Performance Program (IPP) Data

The *NCAA IPP data* are from the most recent *NCAA IPP Dashboard* and are from the *2022-23* academic year. The *IPP data* compared Kentucky State University to the median of the SIAC, GLVC, and all NCAA Division II member institutions.

Based on our extensive review of *NCAA IPP data* Kentucky State University is behind all NCAA Division II institutions, SIAC and GLCV institutions in most categories reviewed for the years *2018-2023.*

Academically, Kentucky State's student-athletes have shown steady improvement in their Grade Point Average (GPA) increasing from 2.82 in *2018* to 2.93 in *2023* often matching or exceeding SIAC medians but consistently lag behind GLVC and all NCAA Division II institutions. Graduation rates remain a concern, as Kentucky State's federal graduation rates are lower than peer groups, though student-athletes outperform the general study body.

Resource limitations further highlight disparities in Kentucky State's athletics program. Kentucky State sponsors 14 sports programs, fewer than GLVC and all NCAA Division II institutions but more than SIAC schools. Despite fluctuations in athletics-grant-in-aid funding, Kentucky State's support remains modest compared to all Division II and GLVC and is closer to the SIAC median. Administrative staffing aligns with SIAC medians, but lags Division II and GLVC. Compensation for head and assistant coaches, though improving remains below peer benchmarks.

Kentucky State's revenues are lower than all peer groups, peaking at $288,146 in *2022* but well below the GLVC median of $732,482 in 2023. Since *2019,* Kentucky State's revenues have been below the median for SIAC and NCAA Division II. Inconsistent student fees and limited contributions also hinder financial stability. Recruiting expenditures and per student-athlete spending remain below all Division II benchmarks, reflecting challenges in recruiting and supporting student-athletes. Travel and medical expenses align more closely with SIAC peers but fall short of broader NCAA standards, further underscoring resource gaps.

NACDA LEARFIELD College Director's Cup

The NACDA LEARFIELD Director's Cup is an annual award recognizing colleges and universities with broad-based athletics programs that demonstrate success across multiple sports for both men and women. Points are awarded in a pre-determined number of sports, and schools compete in standings in their NCAA division. Originally introduced in *1993* for Division I, the award expanded to Division II and Division III, and NAIA schools in *1995.* Initially sponsored by Sears (then called the Sears Cup), the award's sponsorship was taken over by Learfield in *2007-08*, evolving with the organization's rebranding efforts.

In the most recent academic year *(2023-24),* Grand Valley State finished ranked one in NCAA Division II standings with 983 points and the University of Indianapolis finished ranked two with 902.25 points. SIAC member Benedict College finished ranked 159th with 103.50 points. Albany State was ranked 165th with 100.25 points, Spring Hill was ranked 188th with 75 points, Miles College was ranked 231st with 30 points, Central State was ranked 238th with 25 points, Clark Atlanta ranked 238th with 25 points, and Fort Valley finished at 238th with 25 points. According to the NCAA Division II standings Kentucky State University in the Learfield Cup final standings Kentucky State University did not place or score points.

In the *2022-23* academic year Grand Valley State finished ranked one with 936.67 points and West Texas State finished ranked two with 904.75 points. Benedict College finished 153rd, Spring Hill finished 174th, Tuskegee finished 195th, LeMoyne-Owen at 207th, and Miles College at 238th. Kentucky State did not place or score points.

SIAC Commissioner's Cup:

The SIAC Commissioner's Cup, a prestigious all-sports award, is presented annually to the league's top-performing institution in conference play. The honor recognizes the athletics program in both men's and women's sports, reflecting the overall success and competitive spirit of the institution.

Since the *2013-14* academic year Benedict College has captured five Commissioner Cups in the Men's Division and five Commissioner Cups in the Women's Division. The Commissioner's Cup was not awarded in the academic years *2019-20* and *2020-21* due to COVID 19.

Albany State was awarded three Commissioner's Cup in the Men's Division and two in the Women's Division. Over the past 10 years Kentucky State has not been awarded the SIAC Commissioner's Cup in either the Men's Division or Women's Division.

Situation Analysis (SWOT):

A situation (***S***trengths, ***W***eaknesses, ***O***pportunities and ***T***hreats) analysis was conducted to consolidate themes identified from the results from the three *Survey Questionnaires,* interviews, assessment of athletics facilities and *IPP data*. The situation analysis reflects consistent feedback on strengths, areas for improvement, potential challenges and opportunities for growth.

Strengths of Kentucky State Athletics:

- **Student-Athletes:** There is strong sense of community, support and camaraderie from student-athletes for each other and the coaches. The student-athletes are resilient and highly motivated to excel in both academics and athletics despite the many obstacles they encounter daily.
- **Coaches:** Kentucky State Athletes draws strength from its primary assets its student-athletes and coaches. The men and women who coach, teach and lead are dedicated and provide service to the student-athletes daily even though they do not have sufficient resources, satisfactory compensation, adequate facilities and enough support staff.
- **Athletic Leadership**: The visionary leadership from the newly appointed Athletics Director and the work ethic, dedication and commitment to the student-athletes from the two other athletics administrators and one athletic trainer are commendable.
- **Dedicated and Passionate Alumni:** The athletic alumni of Kentucky State are passionate about their alma mater and care deeply about the athletics program being successful.
- **Athletics History and Tradition:** Kentucky State has a rich and proud history of successful teams. Men's basketball captured three NAIA National Championships in 1970, 1971 and 1972. Women's basketball captured a NAIA Championship in 1981. Men's cross country captured a NCAA College National Championship in 1964, and the men's track, and field team won the NCAA College National Championship in 1971. The football team captured the 1934 and 1937 Black College National Championship.

Weaknesses of Kentucky State Athletics:

- **Operating Budget Constraints:** Operating budgets are inadequate to provide a quality NCAA Division II experience for the student-athletes.
- **Personnel and Staffing:** The athletics program is understaffed especially regarding full-time assistant coaches, athletic trainers, strength and conditioning staff, athletics administrators and student-athlete support services staff.
- **Low Salaries:** There is dissatisfaction with compensation, with many staff members feeling salaries are not competitive or reflective of their responsibilities.

- **Facilities:** Athletics facilities such as Bell Gymnasium and the baseball complex are risk management issues. The locker rooms in the Dr. William Exum Center have some doors that do not lock, and the building is not cleaned and maintained properly.
- **Strategic Direction:** While there is a one-page document, entitled *Our Strategic Plan* it does not include vision and mission statements, core values, objectives, strategies, tactics and metrics. It does not demonstrate an alignment with the *University's Strategic Plan Vision 2025*.
- **Fundraising Efforts:** Athletics fundraising is at best is fragmented. There is no professional development/training on friend, fan and fundraising for the head coaches. A unified and strategic approach is needed to help support the athletics program's many needs.
- **Gender Equity/Inclusion:** The athletics program does not currently have a formal written *Gender Equity Plan.* The *Equity in Athletics Disclosure Act (EADA) Reports* for several years are incomplete. There are numerous gender equity issues specific to athletic participation, athletics scholarships number of assistant coaches, compensation of coaches critical to offering a gender equitable athletics program.
- **Lack of Policies and Procedures:** The athletics program has limited written policies with no consolidated *Policies and Procedures Manual* to address standard operating procedures and policies. The *Coaches Compliance Handout* is outdated.
- **Student-Athlete Support Services:** There is a significant gap in support for student-athletes' nutritional needs, academic support needs and mental health needs.

Opportunities for Kentucky State Athletics:

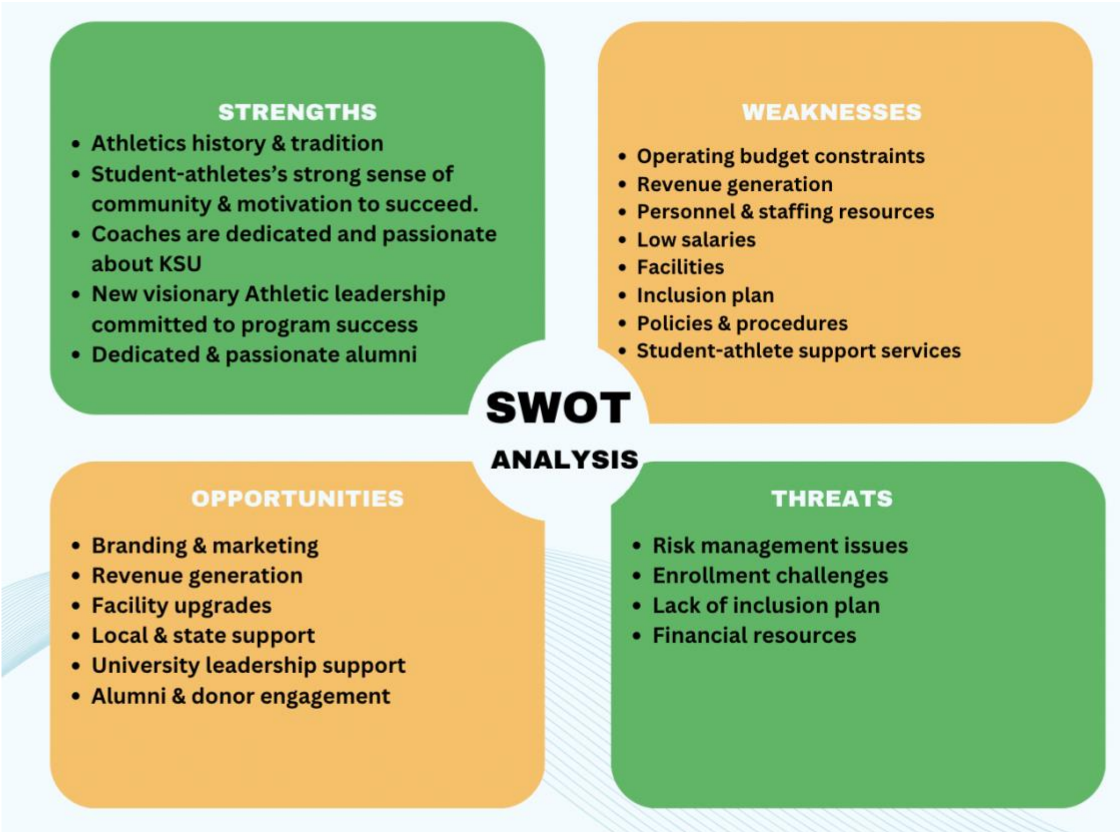
- **Branding & Marketing:** A partnership with Kentucky State's Division of Marketing can help ensure the brand, message and reputation for the athletics program are presented in a clear and creative way. A winning athletics program is an effective and efficient way to market the University to prospective students. Many colleges and universities have developed revenue sources by licensing their athletic trademarks for apparel and hard goods and target four discrete market segments: 1) Alumni; 2) Students; 3) Local/University Community and 4) National Affinity Groups.
- **Revenue Generation:** A more coordinated and professional approach to revenue generation is needed. Ensuring a dedicated staff role within the Office of Institutional Advancement and External Relations to work in partnership with the Athletics Director to support the athletics program by engaging alumni, parents and friends will be crucial to generating philanthropic support and corporate sponsorship/partner support.
- **Facility Upgrades:** Investing in upgrading all the athletics facilities is paramount to the success of the program. The baseball complex, Bell Gymnasium and the Dr. William Exum Center needed immediate attention. Athletics facilities should be a top priority to ensure the venues are safe, clean and functional spaces. Topflight athletics and recreational facilities are increasingly important for colleges and universities as they compete for all prospective students.
- **Local Community and State Legislative Support:** Cultivating relationships in the Frankfort community and Kentucky State government is important for the athletics

program. Creating relationships with the local business community and engaging them through naming rights for venues, contest promotions, advertising messages, billboard signage, athletic websites, social media and sponsorship of special events are opportunities to be pursued.

- **University Leadership Support:** There is an opportunity for President Akakpo and members of his senior leadership team to demonstrate strong and visible support for the athletics program by utilizing the observations and recommendations identified throughout this *Report.*
- **Alumni and Donor Engagement:** Developing and implementing a unified approach to building relationships, fundraising and stewarding gifts from alumni, parents and friends to increase engagement and philanthropic support for the athletics program is critical.

Threats for Kentucky State Athletics:

- **Risk Management:** Risk management issues in athletics facilities/venues must be addressed immediately.
- **Declining Enrollment:** College enrollment has been declining in recent years and has become an issue for some institutions of higher education. Smaller institutions are closing at a rate of about one per week. Over the next decade colleges are seeing a smaller market for several reasons including fewer international students studying in the United States, the number of young Americans is declining, and young people are not sure if higher education is worth the cost.
- **Gender Equity:** Gender equity issues continue to be an issue in college athletics. There are equity issues that must be prioritized and addressed in the athletics program at Kentucky State. Having more women in leadership positions is important to provide female role models.
- **Financial Resources:** Kentucky State Athletics is not blind to the fact that some colleagues and faculty on campus would rather see funds allocated for non-athletics purposes and have strongly advocated for the University to not provide institutional subsidy to the athletics program. Continuing an inadequate financial investment by the University leadership for the athletics program only exacerbates a lack of competitive success and will adversely affect admissions, fundraising, school spirit and overall student and alumni satisfaction.



Chapter IV
Conclusions and Recommendations

Conclusions

While Kentucky State's athletics program demonstrates resilience and gradual improvement in several areas, the program continues to face disparities in funding, staffing, and resources compared to its NCAA Division II and GLVC peers. In general, the SIAC is below Division II and GLVC in these critical areas. Strategic initiatives to enhance financial sustainability, resource allocation, and academic support will be essential for Kentucky State to remain competitive within the SIAC and among Division II institutions. Athletics facilities will need to be improved.

The key focus for Kentucky State Athletics over the next five years revolves around overcoming funding challenges, leveraging alumni and community engagement, prioritizing academic success for student-athletes, and rebuilding and sustaining a competitive athletics program. Kentucky State's athletics program has an opportunity and potential to reclaim its historical excellence but faces significant challenges in funding, athletics facilities, staffing, and gender equity. Addressing these issues through strategic investment, improved collaboration and enhanced community and alumni engagement will create a sustainable, thriving and winning athletics culture. A unified vision and commitment from Kentucky State University is essential to support these efforts and align the athletics program with the institution's broader vision and mission.

It is important for President Akakpo to convey a clear and unified message to the campus community about the significance and contributions of the athletics program. Demonstrating a strong commitment from the President and Board of Regents to enhance financial support for the athletics program is crucial for its continued growth and competitive success.

A successful athletics program can be a tremendous asset for Kentucky State University. A dynamic athletics program can advance Kentucky's State vision and mission. Winning teams can enhance Kentucky State's reputation, extend its outreach, help grow enrollment, increase alumni and donor support and strengthen its stewardship. However, the athletics program must be able to achieve a reasonable degree of competitive success and provide its student-athletes with a positive and meaningful experience.

General Recommendations

Based on the information gathered and insights gained throughout the *Athletics Program Review and SWOT*, eight general recommendations are outlined below to position the athletics program for future success. Specific objectives, strategies, tactics and metrics will be identified in each of these areas during the strategic visioning, and planning phase of *The PICTOR Group's* engagement.

1. Develop an *Athletics Strategic Plan* utilizing the observations and recommendations in this *Report.*
2. Strengthen leadership and administrative support to effectively manage and support the 14 sports programs and 300+ student-athletes.
3. Prioritize staffing, athletic scholarships, and operating budgets to support programmatic elements and needs of student-athletes and coaches.
4. Upgrade athletics facilities and venues.
5. Develop and implement a unified approach to building relationships, fundraising and stewarding gifts from alumni, parents and friends to increase philanthropic support for the athletics program.
6. Create and implement a comprehensive *Revenue Acquisition Plan* to include two major components: *Fundraising and Sports Marketing.*
7. Develop and implement a *Gender Equity Plan* to address gender equity issues.
8. Enhance student-athlete support services such as mental health, academic enhancement, nutritional support, athletic training and sports performance and strength and conditioning services available to student-athletes to foster overall well-being and enhance performance.

The PICTOR Group

Intercollegiate Athletics Consulting

KENTUCKY STATE UNIVERSITY

Component Two:

Athletics Feasibility Study

Executive Summary

The PICTOR Group

Intercollegiate Athletics Consulting

Rethink. Refocus. Recalibrate.

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Kentucky State University
Athletics Feasibility Study

Introduction

The *Athletics Feasibility Study* for Kentucky State University is Component Two of the Work Plan performed by *The PICTOR Group.* The *Athletics Feasibility Study* was conducted over a three-month period following the *Athletics Program Review and SWOT Analysis.*

The work was performed by the three *PICTOR Group* principals who were engaged in the *Athletics Program Review and SWOT Analysis*: Vice President and Project Leader, Dr. M. Dianne Murphy and Vice Presidents Carolyn Schlie Femovich and Dr. Ingrid Wicker McCree. They were assisted by Angie Allen, Director of Strategic Initiatives and Riley Gallagher, Director of Data Research and Analytics.

Statement of the Project

The purpose of the project was to provide the necessary data-based information, observations and recommendations to assist Kentucky State University in making timely and proactive decisions regarding the positioning and future strategic direction of the athletics program.

Approach and Methodology

The approach to the *Feasibility Study* was to conduct a comparative analysis of the Kentucky State Athletics program with institutions in the Southern Intercollegiate Athletics Conference (SIAC) and with groups of peer institutions and conferences designated by Kentucky State.

The following key elements were addressed in the *Feasibility Study:*

1. Membership and Conference Affiliation
2. Gender Equity Compliance
3. Athletics Facilities
4. Sports Team Travel
5. Athletics Generated Revenue

For the above elements where data were available, information was gathered primarily from the U.S. Department of *Education Equity in Athletics Disclosure Act* (EADA) for the 2022-23 academic year. Other sources were the Carnegie Classification for Institutional Profile; Department of Education College Scorecard for Graduation Rates; and Google Maps for Travel Distance and Time. The data from these sources was supplemented by general information available on websites for the National Collegiate Athletics Association (NCAA) and the National Association of Intercollegiate Athletics (NAIA), or on conference and institutional athletics websites. It should be noted that the EADA data utilized for the *Feasibility Study* may vary from the IPP data utilized for the *Athletics Program Review*. This may be due to differing definitions of the category being analyzed or due to different approaches at Kentucky State University for reporting the data.

For other key elements where, quantitative data was not available, the current situation within the athletics program as observed during an in-person campus visit was reviewed and benchmarked against industry standards for a NCAA Division II athletics program. For those elements, the knowledge and expertise of *The PICTOR Group* provided a basis for evaluating the current practices in the Kentucky State athletics program with standards that are necessary or common place to ensure a quality experience for Kentucky State's student-athletes.

Findings

1. <u>Membership and Conference Affiliation</u>

For purposes of the comparative analysis related to Membership and Conference Affiliation, one conference was selected from within each of the three NCAA membership divisions along with one from the NAIA. The geographic footprint of the conference in relation to Kentucky State University and Frankfort, Kentucky and sponsorship of football were primary considerations. The conferences selected for a comparative analysis of Membership and Conference Affiliation were:

NCAA Division II	Southern Intercollegiate Athletic Conference (SIAC)*
NCAA Division III	Heartland Collegiate Athletic Conference (HCAC)
NCAA Division I	Ohio Valley Conference (OVC)
NAIA	Mid-South Conference (MSC)

* *NCAA Division II Conference in which Kentucky State University is a member*

<u>Overview of NCAA and NAIA Membership</u>

The NCAA has three divisions: Division I, Division II and Division III with over 1,100 member institutions. The NAIA consists of 250 member institutions all within one division. Kentucky State University's athletics program competes in NCAA Division II and is a member of the SIAC.

The following descriptions of membership in the two intercollegiate athletic organizations were drawn from the NCAA website (<u>www.NCAA.org</u>) and from the NAIA website (www.naia.org).

<u>NCAA Division II</u>
There are 293 NCAA Division II institutions and 24 all-sport conferences. The median undergraduate enrollment is 2,169 and the median number of sports sponsored is 17. Athletics programs at NCAA Division II colleges and universities generally are financed by the institution and have fewer financial resources than Division I to devote to their athletics programs. Division

II uses the phrase “Life in the Balance” to distinguish itself from other divisions and adopted the mantra “Make it Yours” as a brand enhancement in 2015.

Division II schools operate on a partial scholarship model. More than 60% of the 125,000 Division II student-athletes receive some athletically related financial aid. Full athletic scholarships that cover all a college athlete’s expenses are uncommon in the division. Often Division II athletes, like the rest of the student body, use a combination of academic grants, loans and employment earnings to fund their education.

Division II institutions must sponsor at least five sports for men and five for women (or four for men and six for women), with two team sports for each gender and each playing season represented by each gender. Division II institutions usually feature a number of local or in-state student-athletes and traditional rivalries with regional institutions dominate schedules of many Division II athletics programs.

NCAA Division III

Division III is the largest NCAA division with approximately 425 member institutions, 43 voting conferences and the greatest number of participants in the NCAA. On average, student-athletes comprise 20-25% of the student body at Division III institutions.

Division III consists of athletics programs at institutions that choose not to offer athletics scholarships to their student-athletes. They feature student-athletes who receive no financial aid related to their athletics ability but are fully eligible to receive institutional aid in the form of grants and loans that are available to all students. Division III encourages participation by maximizing the number and variety of athletics opportunities available to student-athletes, and institutions often sponsor many sports programs. The national average number of sports sponsored at the Division III level is 19.

Division III institutions are required to sponsor at least five sports for men and five for women, with two team sports for each gender, and each playing season represented by each gender. Primary emphasis is on regional in-season and conference competition.

NCAA Division I

Among the three NCAA divisions, Division I schools generally have the largest student bodies, manage the largest athletics budgets, and offer the most generous number of scholarships. The differences among the divisions emerge primarily in how schools choose to fund their athletics programs and in the national attention they command. There are currently 32 Division I conferences, and approximately 365 colleges and universities are classified as Division I for NCAA competition.

Division I is subdivided based on football sponsorship. The subdivisions apply only to football sponsorship; all other sports are simply considered to be Division I. Schools that participate in bowl games belong to the Football Bowl Subdivision (FBS, formerly DI-A) and offer the largest number of scholarships. In 2024, 134 Division I institutions were classified as FBS, with 68 considered “Power Five” institutions—those that support their athletics programs and football at the highest level. In 2024, with the Pacific 12’s loss of member institutions, this group of conferences is now referred to as the “Power Four”. The other FBS institutions that compete in football at this level are referred to the “Group of Five” based on their conference affiliation.

The Division I institutions that participate in the NCAA sponsored football championship belong to the Football Championship Subdivision (FCS, formerly DI-AA). In 2024, there were 129 FCS institutions. A third group that does not sponsor football at all is referred to simply as Division I (DI Subdivision, formerly DI-AAA).

Division I member institutions are required to sponsor at least seven sports for men and seven for women (or six for men and eight for women) with two team sports for each gender. Each playing season must be represented by each gender as well. Historically, there were maximum financial aid awards for each sport that a Division I school could not exceed, however that is subject to change in 2025 pending the final outcome of a current lawsuit (House vs. NCAA).

<u>NAIA Membership</u>

The NAIA is an intercollegiate governing body located in Kansas City, Missouri that consists of 250 smaller institutions with strong representation in the midwestern states. In 2024 there were 21 conferences in the NAIA and the NAIA conducted 29 championships. Member institutions sponsor an average of 18 sports programs with 97 institutions sponsoring football.

NAIA institutions must be a four-year college or university or a two-year institution that awards a bachelor’s degree or its equivalent. Member institutions must sponsor a minimum of six NAIA championship sports, although some conferences within the NAIA often have stricter sponsorship requirements. The NAIA has maximum institutional aid limits for each sport and there is no requirement that an NAIA member institution award any type of financial aid to its student-athletes.

<u>NCAA Reclassification</u>

The reclassification process for NCAA Division II membership to Division I is an intensive multi-year endeavor and requires an initial application fee of several million dollars. Institutions wishing to reclassify from Division II to Division I are required to have been accepted for membership by a Division I conference and must go through a multi-year transition process before becoming a fully vested Division I member. There are rigorous standards related to compliance, academics and institutional financial support.

Reclassifying to NCAA Division III membership involves a three-year provisional/reclassifying process for NCAA member institutions reclassifying from another NCAA division. Within the membership process, the institutional class size is limited to an average of four institutions per year.

Conference Comparisons

The *PICTOR Group* performed a comparative analysis of member institutions in the four conferences noted above based on their NCAA division or NAIA membership. The analysis included four areas for comparison as listed below.

- Institutional Profile
- Athletics Program Demographics
- Financial Overview of Athletics Program
- Travel Distance and Time

Institutional Profile

Southern Intercollegiate Athletic Conference (SIAC)--NCAA Division II			
Institution	Public/Private	Carnegie Classification	Federal Graduation Rate--All Students
Kentucky State University	**Public**	**Baccalaureate Colleges: Diverse Fields**	**36%**
Albany State University	Public	Master's Colleges & Universities: Medium Programs	31%
Allen University	Private	Baccalaureate Colleges Arts: & Sciences Focus	19%
Benedict College	Private	Baccalaureate Colleges: Diverse Fields	25%
Central State University	Public	Baccalaureate Colleges: Diverse Fields	31%
Clark Atlanta University	Private	Doctoral Universities: High Research Activity	44%
Edward Waters University	Private	Baccalaureate Colleges: Diverse Fields	25%
Fort Valley State University	Public	Master's Colleges & Universities: Small Programs	41%
Lane College	Private	Baccalaureate Colleges: Arts & Sciences Focus	28%
Le Moyne-Owen College	Private	Master's Colleges & Universities: Larger Programs	30%
Miles College	Private	Baccalaureate Colleges: Diverse Fields	29%
Morehouse College	Private	Baccalaureate Colleges: Arts & Sciences Focus	57%
Savannah State University	Public	Master's Colleges & Universities: Small Programs	30%
Spring Hill College	Private	Baccalaureate Colleges: Diverse Fields	56%
Tuskegee University	Private	Master's Colleges & Universities: Medium Programs	56%

Heartland Collegiate Athletic Conference (HCAC)--NCAA Division III			
Institution	Public/Private	Carnegie Classification	Federal Graduation Rate--All Students
Kentucky State University	**Public**	**Baccalaureate Colleges: Diverse Fields**	**36%**
Anderson University	Private	Master's Colleges & Universities: Small Programs	58%
Berea College	Private	Baccalaureate Colleges: Arts & Sciences Focus	69%
Bluffton University	Private	Baccalaureate Colleges: Diverse Fields	58%
Earlham College	Private	Baccalaureate Colleges: Arts & Sciences Focus	66%
Franklin College	Private	Baccalaureate Colleges: Arts & Sciences Focus	65%
Hanover College	Private	Baccalaureate Colleges: Arts & Sciences Focus	70%
Manchester University	Private	Master's Colleges & Universities: Small Programs	55%
Mount St. Joseph University	Private	Doctoral Universities: Doctoral/Professional Universities	53%
Rose-Hulman Institute of Technology	Private	Special Focus Four-Year: Engineering And Other Technology-Related Schools	84%
Transylvania University	Private	Baccalaureate Colleges: Arts & Sciences Focus	71%

Mid-South Conference (MSC)--NAIA			
Institution	Public/Private	Carnegie Classification	Federal Graduation Rate-- All Students
Kentucky State University	**Public**	**Baccalaureate Colleges: Diverse Fields**	**36%**
Bethel University	Private	Master's Colleges & Universities: Larger Programs	35%
Campbellsville University	Private	Master's Colleges & Universities: Larger Programs	39%
Cumberland University	Private	Master's Colleges & Universities: Medium Programs	63%
University of the Cumberlands	Private	Doctoral Universities: Doctoral/Professional Universities	65%
Freed--Hardeman University	Private	Master's Colleges & Universities: Medium Programs	62%
Georgetown College	Private	Baccalaureate Colleges: Arts & Sciences Focus	50%
Lindsey Wilson College	Private	Master's Colleges & Universities: Larger Programs	50%

Ohio Valley Conference (OVC)--NCAA Division I			
Institution	Public/Private	Carnegie Classification	Federal Graduation Rate-- All Students
Kentucky State University	**Public**	**Baccalaureate Colleges: Diverse Fields**	**36%**
University of Arkansas at Little Rock	Public	Doctoral Universities: High Research Activity	42%
Eastern Illinois University	Public	Master's Colleges & Universities: Larger Programs	57%
Lindenwood University	Private	Master's Colleges & Universities: Larger Programs	54%
Morehead State University	Public	Master's Colleges & Universities: Larger Programs	48%
Southeast Missouri State University	Public	Master's Colleges & Universities: Larger Programs	49%
Southern Illinois University Edwardsville	Public	Doctoral Universities: Doctoral/Professional Universities	57%
University of Southern Indiana	Public	Master's Colleges & Universities: Larger Programs	53%
Tennessee State University	Public	Doctoral Universities: High Research Activity	39%
Tennessee Technological University	Public	Doctoral Universities: High Research Activity	59%
University of Tennessee at Martin	Public	Master's Colleges & Universities: Medium Programs	50%
Western Illinois University	Public	Master's Colleges & Universities: Larger Programs	58%

Observations:

Public vs. Private:

- In the Southern Intercollegiate Athletic Conference (SIAC), excluding KSU, 4 of the 14 institutions are also public.
- In the Heartland Collegiate Athletic Conference (HCAC), 0 of the 10 institutions are public.
- In the Mid-South Conference (MSC) 0 of the 7 institutions are public.
- In the Ohio Valley Conference (OVC), 10 of the 11 institutions are public.
- **As a public institution, KSU's alignment seems to be best with the public/private composition of the SIAC and OVC.**

Carnegie Classification:

- In the SIAC, excluding KSU, 8 of the 14 institutions are also classified as a type of Baccalaureate College.
- In the HCAC, 6 of the 10 institutions are classified as a type of Baccalaureate College.
- In the MSC, 1 of the 7 institutions is classified as a type of Baccalaureate College.
- In the OVC, 0 of the 11 institutions are classified as a type of Baccalaureate College.
- **As a Baccalaureate College, KSU seems to align best with the SIAC and the HCAC regarding Carnegie Classification.**

Federal Graduation Rate:

- KSU's federal graduation rate of 36% ranks 6th of 15 institutions in the SIAC, placing it in the 64.2nd percentile.
- KSU would rank 11th of 11 institutions in the HCAC.

- KSU would rank 7th of 8 institutions in the MSC, placing it in the 14.2nd percentile.
- KSU would rank 12th of 12 institutions in the OVC.
- **KSU may face challenges aligning with the federal graduation rates of institutions in the HCAC, MSC and OVC.**

Athletics Program Demographics

Demographic Summary						
Conference/ Institution	Undergrad Enrollment					Number of Sports *
	Total	Male	Male %	Female	Female %	
KSU	**1202**	**467**	**38.85%**	**735**	**61.15%**	**12**
SIAC Median	1847	747.5	40.97%	804.5	59.03%	12
HCAC Median	949.5	450.5	49.36%	494.5	50.64%	21
MSC Median	1834	790	45.56%	1044	54.44%	24
OVC Median	4469	1771	40.08%	2639	59.92%	16

Demographic Summary								
Conference/ Institution	Unduplicated Student Athletes				Duplicated Student Athletes			
	Male	Male %	Female	Female %	Male	Male %	Female	Female %
KSU	**196**	**76.86%**	**59**	**23.14%**	**229**	**67.35%**	**111**	**32.65%**
SIAC Median	187	68.38%	90	31.62%	211.5	66.95%	112	33.05%
HCAC Median	266	62.20%	163	37.80%	304.5	62.07%	183	37.93%
MSC Median	342	60.96%	219	39.04%	360	61.59%	244	38.41%
OVC Median	193	60.90%	129	39.10%	251	56.92%	189	43.08%

Observations:

Enrollment Size:

- KSU’s enrollment of 1,202 is above the median of the HCAC, but below that of the SIAC, MSC, and OVC.
- KSU’s undergraduate composition of male vs. female aligns well with the other conferences.
- **A smaller enrollment may indicate limited financial and athletic resources, which may make it difficult to be competitive in conferences like the MSC and OVC.**

Student-Athlete Composition:

- KSU has a higher male representation in unduplicated student-athletes of about 77% compared to the medians of the SIAC at 68%, the HCAC at 62%, and the MSC and OVC both at 61%.

- KSU's female representation in unduplicated student-athletes of 23% is lower than the medians of the SIAC at 32%, HCAC at 38%, MSC at 39%, and the OVC at 39%.
- **Female student-athletes are underrepresented in the KSU athletics program.**

Number of Sports:

- KSU's 12 sport programs match the median of the SIAC and are lower than the OVC (16), but are well below the HCAC (21) and the MSC (24).
- [Note: for this analysis Track & Field is counted as one sport for men and one sport for women.]
- **KSU would need to consider adding sports, especially for women if it were to transition to another conference.**

Financial Overview of Athletics Program

Financial Summary					
Conference/ Institution	Athletically Related Student Aid		Recruiting Expenses		Total Athletics Expenses
	Men	Women	Men	Women	
KSU	**$911,800**	**$441,236**	**$0**	**$0**	**$4,787,268**
SIAC Median	$869,604	$417,189	$8,538	$5,269	$4,342,693
HCAC Median	-	-	$27,306	$13,326	$3,283,240
MSC Median	$3,082,849	$2,227,280	$34,598	$18,405	$10,987,075
OVC Median	$2,230,021	$1,560,679	$129,063	$60,653	$13,853,180

Financial Summary						
Conference/ Institution	Head Coach Salaries			Assistant Coach Salaries		
	Men	Women	Total	Men	Women	Total
KSU	**$589,792**	**$389,394**	**$979,186**	**$342,846**	**$177,840**	**$520,686**
SIAC Median	$275,000	$218,024	$452,071	$318,660	$68,904	$341,820
HCAC Median	$361,301	$325,319	$782,456	$252,778	$121,682	$354,192
MSC Median	$426,096	$292,320	$695,826	$423,906	$146,400	$553,842
OVC Median	$600,660	$496,951	$1,075,338	$798,575	$424,116	$1,239,540

<u>Observations:</u>

Athletically Related Student Aid:

- KSU's Athletically Related Student Aid of $911,800 is slightly above the median of the SIAC ($869,604).

- KSU is well below the athletically related aid offered at the MSC and OVC, at $3,082,840 and $2,230,021, respectively.
- As a Division III conference, member institutions are not permitted to offer athletically related aid.
- **While KSU is at the median of its current conference, KSU would need to increase athletically related aid if it were to consider transitioning to the OVC or MSC.**

Total Athletics Expenditures:

- KSU's expenditures of $4,787,268 are slightly higher and aligns with the SIAC median at $4,342,693.
- KSU's expenditure is higher than the median for the HCAC at $3,283,240.
- KSU is well below the median expenditure of the MSC and OVC, at $10,987,075 and $13,853,180.
- **KSU's expenditure suggests a good alignment with their current conference but would require a significant increase in expenditure to be competitive in the MSC or OVC.**

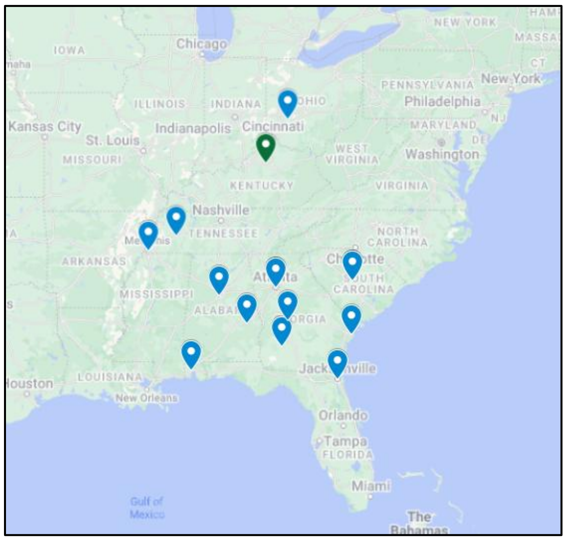
Coaching Salaries:

- KSU's salary for head coaches of men's teams of $589,792 is competitive across all four conferences, slightly trailing the highest median salary of $600,660 in the Division I OVC but surpassing the medians of the SIAC ($275,000), HCAC ($361,301), and the MSC ($426,096).
- KSU's salary for head coaches of women's teams of $389,394 is also competitive in their current conference of the SIAC ($218,024) as well as with the HCAC ($325,319) and MSC ($292,320). However, it is less than that of the OVC median, which is $496,951.
- KSU's salary for assistant coaches of men's teams of $342,846 is higher than the median of the SIAC ($318,660) and HCAC ($252,778), but lower than that of the MSC ($423,906) and the OVC ($798,575).
- KSU's salary figure for assistant coaches for women's teams of $177,840 is competitive with the medians of the SIAC ($68,904), the HCAC ($121,682) and the MSC ($146,400). However, KSU's figure is well below the median of the OVC ($424,116).
- **KSU's coaching salaries are competitive within their current conference and surpass the medians of the HCAC and the MSC (with the exception of assistant coaches to men's teams). However, KSU's salaries are below that of the OVC, indicating a need for significant increases if KSU were to consider transitioning to the OVC.**

Travel Distance and Time

Travel Times Summary		
Conference	Distance (miles) from KSU	Travel Time Estimate
SIAC Average	477.86	7 hours 27 minutes
HCAC Average	148.40	2 hours 25 minutes
MSC Average	165.29	2 hours 43 minutes
OVC Average	289.45	4 hours 31 minutes

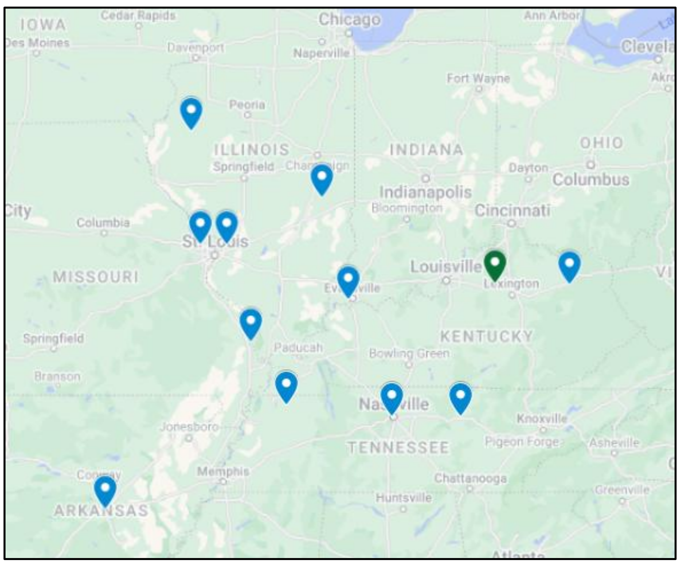
Southern Intercollegiate Athletics Conference (SIAC)—Division II



Heartland Collegiate Athletic Conference (HCAC)—Division III

Mid-South Conference (MSC)--NAIA

Ohio Valley Conference (OVC)—Division I



Observations:

Travel Distance:

- KSU's current average travel time with the SIAC is the highest at 7h 23m.
- In the HCAC, KSU's average trip distance would be just under 150 miles, with the average travel time being 2h 25m.
- In the MSC, KSU's average trip distance would be just over 165 miles, with the average travel time being 2h 43m.
- In the OVC, KSU's average trip distance would be about 289 miles, with the average travel time being 4h 31m.
- **Transitioning to the HCAC or MSC would significantly reduce KSU's travel time and expense. While the OVC would also lower the travel demands, it would not to the same extent as the HCAC or MSC.**

2. <u>Gender Equity Compliance</u>

Policies, Procedures and Operations

Under the Office of the Kentucky State University President, the Interim Coordinator of Title IX is responsible for assuring campus compliance in matters related to Title IX and for coordinating the University's efforts to fulfill its responsibilities which prohibits sex discrimination in education programs receiving federal financial assistance. The Interim Title IX Coordinator at Kentucky State University is Michael DeCourcy and he reports to the President. The Associate Athletics Director/Senior Woman Administrator (SWA) is the liaison from the athletics program to Kentucky State's Title IX Office.

Policies and procedures are essential for the efficient operation of any athletics program. Clearly articulating and communicating policies and procedures for athletics staff and student-athletes is especially important to creating a positive working environment and helping ensure fair and equitable treatment. Kentucky State University has extensive policies which appear on the University's website specific to *Title IX Sexual Harassment and Sexual Misconduct.* However, there does not appear to be any reference or policies specific to Title IX as it relates to equity in athletics.

Having gender neutral policies will help ensure decisions impacting the quality of the student-athlete experience for both genders will be equitable. Currently there is no consolidated manual to address standard operating procedures and policies. There are some protocols and operational procedures which athletics administrators and head coaches use to manage, direct and supervise sports programs and manage programmatic elements of the athletics program. A *Policies and Procedures Manual* can serve as a source of information that provides an overview of the athletics program that includes its vision, mission, goals, policies and procedures, including policies specific to gender equity.

For example, there is not an *Athletics Gender Equity Plan* or a Gender Equity Committee who reviews, monitors and makes recommendations to the Director of Athletics on gender equity matters in the athletics program. There is not a written policy on how the athletics program determines participation opportunities, including adding new sports, elevating a club sport or eliminating sports programs.

Based on the comprehensive review of the athletics program it appears there has been little attention paid to, and progress made on addressing gender equity in recent years at Kentucky State University. It is unclear when the last review of gender equity took place.

Most of the university's emphasis on equity, diversity and inclusion is centered on Title IX regulations related to sexual assault and sexual harassment. There also appears to be no formal training or professional development for the athletics staff or student-athletes related to gender equity in athletics on a consistent basis.

Assessment of Gender Equity Compliance

Below is an overview of Kentucky State's athletics program with a focus on gender equity. *The PICTOR Group's* assessment is based on a review of informational materials provided by the athletics program, information contained in the *2022-23 EADA Report,* results from the three distinct *Survey Questionnaires,* interviews with *Athletics Staff* and *Student-Athletes,* and an assessment of athletics facilities and venues. The three primary components to be considered when assessing gender equity are addressed below.

Participation Opportunities:

The *2022-23 EADA Report* filed by Kentucky State University revealed a 28% variance between the female undergraduate enrollment (61%) and the female athletics participation rate (33%). The athletics participation rate for student-athletes was not proportionate to the full-time undergraduate student population. Kentucky State would need to add approximately 208 participation opportunities for women to meet substantial proportionality if the participation rate of male student-athletes did not change. This could be done by increasing roster sizes for existing women's sport programs and/or adding new sports for women and/or reducing roster sizes of existing men's sports programs.

Sports programs have not been added to the women's programs since 1995-96 when volleyball was added. As a result of a grant awarded to the SIAC from *First Point Volleyball Foundation* volleyball was added as a men's sports program in 2021 and formal competition began in spring 2022. Adding men's volleyball has added more participation opportunities for male student-athletes thus creating a greater gap in participation opportunities for female student-athletes. Since 1995-96 there has been no other women's teams added which means that there has been no demonstrated history and continuing practice of expanding participation opportunities in response to developing interests and abilities of the underrepresented gender (females).

Athletics-related Aid:

As noted in the analysis of the *2022-23 EADA Report,* Kentucky State student-athletes were supported by a total of $1,353,036 of athletics related aid. Sixty-eight percent ($911,800) of the athletics scholarships were awarded to student-athletes who participated on men's teams and 33% ($441,236) was awarded to student-athletes who participated on women's teams. This puts Kentucky State out of compliance with respect to awarding athletics related aid to student-athletes. To be gender equitable, Kentucky State would first need to increase the number of participation opportunities to female student-athletes and then proportionately increase the athletics scholarship allocation to female student-athletes and/or reduce the amount of athletics related aid awarded to male student-athletes.

Programmatic Elements:

There are 13 programmatic elements of an athletics gender equity review. At Kentucky State, in 11 of the 13 areas there does not appear to be a significant disparity in the treatment or services provided to women and men in the athletics program. However, due to inadequate funding and staffing across the athletics program, the treatment and services provided to both women and men's programs in these areas are below the norm or expectations for a competitive NCAA Division II athletics program and have a negative impact on student-athlete well-being. These 11 areas are:

- *Equipment and Supplies:*
- *Scheduling of Games and Practice Times:*
- *Travel and Per Diem Expenses:*
- *Housing and Dining Facilities and Services*
- *Nutritional Support:*
- *Administrative Support Services:*
- *Academic Tutoring:*
- *Publicity and Promotional Support:*
- *Medical, Athletic Training Services and Conditioning Services:*
- *Strength and Conditioning:*
- *Athletics Facilities:*

In the other two programmatic areas, it appears that treatment or services provided to women student-athletes may not be equitable with those provided to the men. These areas are outlined below:

- *Recruiting:*
  Kentucky State does not currently have a written *Recruiting Policy* that addresses recruiting activities such as geographical limitations, off-campus visits and official on-campus visits. In the *2022-23 EADA Report* filed by Kentucky State University there were no expenditures allocated to recruiting for both the men's and women's sports programs. It appears that head coaches request funds to utilize in their recruiting activities with final approval for funding at the discretion of the Director of Athletics.

  While there are concerns specific to the lack of funds allocated for recruiting activities from the institutional subsidy for both the men's and women's sports programs it appears that funds from a sports program's gift accounts are often used in recruiting. This practice and the lack of written policies on gift account spending can create inequities in recruiting for the underrepresented gender.

- *Opportunity to Receive Coaching and the Assignment and Compensation of Coaches:*
  In looking at the total of head coach positions there were 14 head coaching positions for men's and women's teams. Out of the 14 head coaching positions there were 12 male head coaches (86%) compared to two (14%) female head coaches.

  Given the low number of women in head coaching positions it appears there is a gender imbalance in head coaching positions. Student-athletes may be left with the viewpoint that female coaches are not as qualified as males to coach male or female athletes or be head coaches. The women's sports programs have a total of five assistant coaches. Out of the five assistant coaches for the women's teams four (80%) were female and one (20%) assistant coach was male.

Three out of four categories reported by Kentucky State in the *2022-23 EADA Report* of head and assistant coach salaries the men's sports programs receive higher compensation than head and assistant coaches of women's sports programs. It appears reasonable to ask the University's Office of Human Resources to undertake a functional review of all coaching positions and analyze the qualifications of the current coaching staff to determine whether compensation differences are based on experience, education, longevity, success or other non-gender factors.

Given that only one head coach (football) has a multi-year contract there should be a review of all head coach contracts and/or letters of appointment including a review of incentives and perquisites to ensure equity in head coaching positions.

3. Athletics Facilities

The visibility of the athletics facilities plays a crucial role in how the athletics program is perceived by prospective recruits, current students, and external stakeholders, including community members, donors, and visiting teams. These facilities serve as a representation of the university's commitment to a successful athletics program.

The athletics facilities at Kentucky State are below the standard for a competitive Division II program and limit the athletics program's ability to provide a safe and quality experience for the university's 300+ student-athletes. As noted in the *Athletics Program Review,* there are notable challenges with the quality of facilities utilized for practice and competition, and also with the size and quality of facilities used for athletic training and strength and conditioning for the student-athletes. In some cases, there are safety and risk management concerns due to the condition of the facilities. Many facility spaces are shared, and some facilities are located off-campus, creating challenges with available practice times and transportation issues.

It is beyond the scope of this *Athletics Feasibility Study* to perform a comprehensive review and comparison of Kentucky State's athletics facilities with other Division II and peer institutions. However, it is apparent that many of the athletics facilities are in disrepair and have not been well-maintained. There is an urgent need to invest in upgrades and renovations to the existing facilities to ensure their continued usability and to mitigate safety and risk factors.

It is strongly recommended that an *Athletics Facilities Master Plan* be developed to include deferred maintenance, renovations or expansion of existing athletics facilities and potentially building new on-campus facilities. Ideally, the athletics plan should be created in concert with the *University's Master Facilities Plan* and as part of a capital fund-raising campaign.

4. Sports Team Travel

Due to the practicality of assessing other institutions' travel policies, expenditures and operations the *Athletics Feasibility Study* does not include a comparison of athletics team travel. Other than the *NCAA IPP data* for travel that was included in the *Athletics Program Review and SWOT,* it is difficult to accurately compare the Kentucky State athletics program's travel policies and operations with other institutions.

Currently the athletics program does not have a written *Travel and Per Diem Policy* that addresses *transportation, hotel/lodging accommodations and meals/per diem.* Currently there are no guidelines that address the mode of transportation based on the mileage from campus or driving time to the site of competition or the number of student-athletes traveling.

Student-athletes expressed concerns regarding subpar transportation for team travel provided by the athletics program. Concerns include a lack of air conditioning, cleanliness, and general maintenance of specific buses and school vans often used for team travel. There were also concerns expressed regarding late departures from campus due to the late arrival of drivers.

The *NCAA IPP data* indicated that in *2018* Kentucky State spent $474,818 on team travel, $651,277 in *2019,* $547,706 in *2020*, $540,030 in *2022* and $618,760 in *2023.* According to the *IPP data* there were no expenditures on team travel reported by Kentucky State in *2021* which could be due to COVID 19. Team travel expenditures in *2021* were reported by all NCAA Division II schools at $228,298, SIAC schools at $32,693 and $316,968 by GLVC institutions.

Based on the *IPP data,* Kentucky State's travel expenses have fluctuated over the years, remaining above the SIAC, but consistently below the GLVC and all Division II especially in recent years.

5. Athletics Revenue Generation

Revenue Acquisition and Distribution

One basic assumption in developing a strong revenue acquisition program is understanding that all revenues generated by the athletics program belong to the institution and not the athletics program, the sports program that raises those funds, or the person who raises the money or coaches the team. Institutional ownership of all revenues is important to communicate to all members of the athletics staff. This practice does not prevent the institution from creating a policy or practice that allows units that raise or generate funds to retain those funds in whole or in part. Most institutions, including athletics programs, have those policies and practices in place. It is important to understand the use of generated funds lies with the institution, not the program or individual generating the revenues.

This management of revenues is also significant regarding compliance for gender equity. It is important to remember that no matter the source of funds, after the institution accepts revenues for use in providing for educational activities and programs, it must ensure that no discrimination occurs based on gender, race, ethnicity, disability and other factors. After these basic legal obligations are met, the institution's trustees/regents with the institution's chief executive officer ultimately determines how generated revenues or donated funds are going to be used to accomplish institutional goals. Similarly, in the athletics program, the Athletics Director, with the approval of senior administration, may determine sports program priorities.

Vision, Mission, Core Values

Whatever the role of athletics within the institutional mission or the rank of sports programs within the athletics program's priorities, a foundation to successful revenue acquisition is communicating a clear, concise and compelling *Vision*. Expressing a meaningful *Mission* as well as identifying basic beliefs as *Core Values* should tell the compelling story of *why* alumni. donors, friends and fans should support the athletics program.

Revenue Priorities

The Athletics Director should establish priorities in the development of diversified revenue sources. In most well-organized college athletics programs across all competitive levels there are generally *two* major cornerstones to revenue acquisition: *Fundraising and Sports Marketing*. In the two cornerstones of *Fundraising and Sports Marketing* there are generally five areas of revenue sources: (1) individual giving; (2) athletic ticket sales; (3) fundraising campaigns; (4) corporate partnerships and sponsorships; (5) multimedia rights and advertising, if applicable.

This priority list may not be applicable to all athletics programs. Each of the two major cornerstones and each of the five areas of revenue sources has the potential for the development of multiple revenue streams, but an athletics program of quality and effective execution should exist in each area before expansion is considered.

While the majority of the corporate partnership programs are directed to highly visible and winning programs with good spectator attendance, there may be sponsorship opportunities available to less visible programs. Some of these sponsorships have been developed through small businesses where alumni or student-athlete parents are employed. Some of these sponsorships are local businesses or vendors who simply want to be involved with the athletics program. Whether it is a major corporate partnership or a modest sponsorship with a local vendor the key is providing a quality experience. If the cornerstone program is successful, the positive experience of the client will be a good stepping-stone for moving the client into other revenue opportunities.

Staffing

Having sufficient dedicated staff is essential to generate revenues. The Athletics Director and the Head Coaches must be the principal relationship builders. The transactional communication with donors, fans, alumni, corporate sponsors, ticket holders and fans should be the responsibility of others dedicated to the work in *Sports Marketing and Fundraising.* People give to people. Relationship cultivation and stewardship are at the core of all successful revenue acquisition programs.

Integration with Institutional Advancement, Marketing and Communications

The athletics program belongs within the larger educational institution and has the potential for competing with institutional fundraising priorities. The Athletics Director must work in partnership with institutional advancement and strive to integrate athletics with the overall institutional development and advancement efforts. For integration to be successful regular communication, consultation and joint initiatives with major donors is critical. A partnership with the institutional advancement particularly for smaller and under-sourced athletics programs can be highly effective.

The larger and more visible the athletics program is or its greater importance to the institution or community, the more responsive the athletics program must be to providing timely and rich content to satisfy various stakeholders. The creation and production of interesting content is challenging. Immediate results and statistics are expected. Added to this demand is the expectations that the media relations/communications staff (who are generally under-staffed) also support the athletics program's fundraising programs, corporate sponsored event promotions and the recruiting efforts of coaches. Social media has also added to the time demands required of media relations/sports communications personnel. Another factor that may compound the challenge for the media relations/communications staff, especially in smaller athletics programs, is the resources and expertise needed to tell the story and build and promote the brand.

Building the Brand

Defining and communicating a clear and compelling brand identity that enhances recognition and credibility with stakeholders is important. The brand identity must be consistent, compatible, clear and concise. The branding strategy must be easily communicated to stakeholders. Telling the story, building and promoting the brand is more important than ever before. Before new donors or experienced donors or new corporate sponsors or returning corporate partners can understand and engage in what the athletics program does, they need to hear and connect to the story. The Athletics Director must partner with the experts in institutional marketing and communications to bring the athletics program's vision, mission and core values to life. Integrating the athletics program with the institution's marketing and communications staff is also a great way to maximize the communications dollar and share the inspiring story.

This overview of *A Model Revenue Acquisition Program* has outlined the basic components for generating revenues. As demonstrated in the *Athletics Program Review* in the NCAA IPP section under Other Revenue Sources (pages 67-68), Kentucky State is well behind its peer institutions and has a tremendous opportunity to increase revenues for its athletic program.

It is recommended that after a comprehensive review and discussion of priorities for the Kentucky State athletics program a *Revenue Acquisition Plan* be put in place from which a strong foundation can be built and grown over time as resources and staffing allow. Implementing the initiatives that are the best fit Kentucky State Athletics and ensuring quality and effective execution are critical to success short and long-term.

Conclusions and Recommendations

Based on *The PICTOR Group's* thorough *Feasibility Study* and data analysis, it is apparent that Kentucky State's athletics program has fallen behind in institutional commitment, staffing, facilities and competitiveness compared to most peer institutions identified in this *Study*.

Providing a holistic student-athlete experience must be a top priority. It is essential that Kentucky State take this opportunity to reinvigorate its athletics program to be a viable asset for the university and point of pride for students, faculty, staff and alumni. A unified vision and commitment from Kentucky State University leadership is essential to support these efforts and align the athletics program with the institution's broader vision and mission.

When evaluating their divisional status and conference affiliation, Kentucky State should clearly articulate their expectations of the athletics program and affirm how it contributes to the vision, mission and goals of the university. Membership requirements for the three divisions within the NCAA and for the NAIA are well defined in the organization's constitution and bylaws and available to the public. When evaluating potential divisional and conference membership, consideration should be given to geographic proximity, classification of members institutions, size of student-body, the number of sports sponsored, including football and athletic expenses.

Data analysis for recent years indicates that Kentucky State's athletics program is at the lower end of expenses and institutional financial support for their current membership in NCAA Division II. However, within the SIAC, their current conference, they are at the median in most categories expense categories but significantly below the median for revenue generation. When compared to the GLVC, the Division II conference where Kentucky State was previously a member, the University is significantly below the medians for both expenses and revenue. The data indicates that should Kentucky State remain in NCAA Division II, the SIAC appears to be the best option for the athletics program.

When compared to NCAA Division III expenses, Kentucky State's budget is approximately $1.5 million more than the median of the HCAC, the conference whose geographic footprint most closely aligns with Kentucky State. The additional expenditure is most likely due to the approximately $1.35 million in athletically-related student aid that Kentucky State offers, and that HCAC institutions are not permitted to offer athletically-related aid as members of Division III. HCAC institutions as a whole sponsor a much larger number of sports including football (median of 21 compared to 12 for KSU) and therefore have significantly more student-athletes.

Financially, the data analysis indicates that reclassification to Division III could be an option for Kentucky State, however the institution may be required to increase the number sports sponsored to align more closely with other Division III athletics programs and increase funding for the additional sports programs. With respect to the HCAC, all ten of their members are private institutions and may not be open to adding Kentucky State as a public institution or Kentucky State may not find the HCAC to be a good fit institutionally.

The data analysis included the Mid-South Conference (MSC) a NAIA conference given their geographic proximity to Kentucky State. However, as with the HCAC, all seven member institutions are private institutions, and Kentucky State or the HCAC may feel it is not a good fit. Also, the median number of sports sponsored in the MSC is 24, twice the number offered by Kentucky State. Financially, there is a significant gap between Kentucky State's total athletics expense of $4.79 million and the median of $10.99 million for the MCS.

When compared to NCAA Division I, Kentucky State's athletics expenditure is approximately one-third of the median for the Ohio Valley Conference (OVC), a conference in close proximity to Kentucky State and one that sponsors football in the Football Championship Subdivision(FCS). The median number of sports sponsored is 16. Ten of the 11 OVC institutions are public and much larger institutions on the whole than Kentucky State. The requirements for institutions wishing to reclassify to Division I are quite rigorous with respect to academic performance, institutional commitment to compliance and financial support, sports sponsorship, student-athlete services and competitiveness.

In conclusion, at this time Kentucky State University's NCAA Division II affiliation and membership in the SIAC appears to be the appropriate place for the athletics program. It is essential that the university take intentional and strategic steps to reinvest in the athletics program to be at the top of the SIAC. Strong and innovative leadership that is committed to a shared vision for the athletics program will make Kentucky State University attractive and viable for future opportunities.

Kentucky State University should be commended for its willingness to engage in this comprehensive A*thletics Program Review* and in-depth *Feasibility Study* to determine the future direction of its athletics program. Reinvigorating the athletics program will require a visible commitment from university leadership, identification and investment of resources and strategic positioning for the future. Phase III of this project will develop a *Strategic Plan* that will provide a roadmap for the Kentucky State athletics program.

November & December 2024 Expenses

Row Labels	Sum of 'Amount'
ADT Security	$186.32
4imprint Inc	$2,748.09
august paper charges update	$15.60
August, Wendell	$4,715.80
Commerce Lexington	$3,199.00
Completely KY	$261.10
Dec 2024 Copy charges	$171.29
Dec 2024 Paper charges	$58.09
Dec 2024 postage charges	$498.44
DELAWARE STATE UNI	$600.00
Hilton Hotel	$279.63
HILTON HOTEL AUSTIN	$838.89
Nov 24 Postage charges	$255.05
Rebecca Ruth Candy Inc	$962.50
Sanders, Sonia Patrick.	$443.45
Sodexo Operations, LLC Dining	$799.60
Staples	$1,662.76
Fuel Charges November 2024	$39.12
Travel Reimbursement - Akakpo, Koffi C.	$1,216.68
Travel Reimbursement - Sanders, Sonia Patrick.	$191.41
Grand Total	**$19,142.82**

Acct Name	Org Name	'Account'	'Organization'	'Program'	'Activity Date'	'Type'	'Document'	'Description'	'Commit Type'	'Fund'	'Activity'	'Location'	'Transaction Date'	'Field'	'Amount'	'Increase (+) or Decrease (-)'
Operating	100001 - Office Of The President	710008	100001	6100	12/5/24 9:29	INEI	I0183706	Rebecca Ruth Candy Inc	U	110001			12/4/24 15:04	YTD	10	+
Operating	100001 - Office Of The President	710008	100001	6100	12/4/24 9:55	INEI	I0183648	Rebecca Ruth Candy Inc	U	110001			12/4/24 8:22	YTD	952.5	+
Operating	100001 - Office Of The President	710013	100001	6100	12/10/24 11:52	INEI	I0183852	Staples	U	110001			11/30/24 23:59	YTD	471.84	+
Operating	100001 - Office Of The President	710013	100001	6100	12/10/24 11:50	INEI	I0183850	Staples	U	110001			11/30/24 23:59	YTD	32.5	+
Operating	100001 - Office Of The President	710013	100001	6100	12/4/24 9:10	JE16	J0026493	august paper charges update	U	110001			12/3/24 10:40	YTD	15.6	+
Operating	100001 - Office Of The President	710013	100001	6100	11/4/24 10:20	INEI	I0182659	Staples	U	110001			11/3/24 23:59	YTD	216.22	+
Operating	100001 - Office Of The President	710013	100001	6100	11/4/24 10:17	INEI	I0182656	Staples	U	110001			11/3/24 23:59	YTD	132.89	+
Operating	100001 - Office Of The President	710013	100001	6100	11/4/24 10:17	INEI	I0182657	Staples	U	110001			11/3/24 23:59	YTD	155.55	+
Operating	100001 - Office Of The President	710013	100001	6100	11/4/24 10:17	INEI	I0182658	Staples	U	110001			11/3/24 23:59	YTD	142.08	+
Operating	100001 - Office Of The President	710013	100001	6100	11/4/24 10:16	INEI	I0182653	Staples	U	110001			11/2/24 23:59	YTD	58.58	+
Operating	100001 - Office Of The President	710013	100001	6100	11/4/24 10:16	INEI	I0182654	Staples	U	110001			11/2/24 23:59	YTD	208.72	+
Operating	100001 - Office Of The President	710013	100001	6100	11/4/24 10:16	INEI	I0182655	Staples	U	110001			11/2/24 23:59	YTD	12.9	+
Operating	100001 - Office Of The President	710013	100001	6100	11/4/24 10:14	INEI	I0182651	Staples	U	110001			11/2/24 23:59	YTD	71.19	+
Operating	100001 - Office Of The President	710013	100001	6100	11/4/24 10:14	INEI	I0182652	Staples	U	110001			11/2/24 23:59	YTD	100.67	+
Operating	100001 - Office Of The President	710013	100001	6100	11/4/24 9:59	INEI	I0182629	Staples	U	110001			11/1/24 23:59	YTD	59.62	+
Operating	100001 - Office Of The President	710018	100001	6100	12/3/24 10:21	JE16	J0026491	Fuel Charges November 2024	U	110001			11/30/24 23:59	YTD	39.12	+
Operating	100001 - Office Of The President	710038	100001	6100	12/5/24 9:35	INEI	I0183715	4imprint Inc	U	110001			11/30/24 23:59	YTD	578.52	+
Operating	100001 - Office Of The President	710038	100001	6100	12/5/24 9:35	INEI	I0183713	4imprint Inc	U	110001			11/30/24 23:59	YTD	271.34	+
Operating	100001 - Office Of The President	710038	100001	6100	11/14/24 16:15	INEI	I0183010	August, Wendell	U	110001			11/11/24 23:59	YTD	4715.8	+
Operating	100001 - Office Of The President	710038	100001	6100	11/7/24 11:05	INEI	I0182810	4imprint Inc	U	110001			11/6/24 12:11	YTD	1898.23	+
Operating	100001 - Office Of The President	710048	100001	6100	12/11/24 11:44	INEI	I0184031	Sodexo Operations, LLC Dining	U	110001			12/11/24 10:51	YTD	799.6	+
Operating	100001 - Office Of The President	710048	100001	6100	12/2/24 18:57	INNI	I0183547	Sanders, Sonia Patrick.	U	110001			12/2/24 9:17	YTD	218.25	+
Operating	100001 - Office Of The President	711002	100001	6100	12/16/24 16:28	INNI	I0184184	Sanders, Sonia Patrick.	U	110001			12/16/24 12:16	YTD	70	+
Operating	100001 - Office Of The President	711003	100001	6100	12/16/24 16:28	INNI	I0184184	Sanders, Sonia Patrick.	U	110001			12/16/24 12:16	YTD	135.2	+
Operating	100001 - Office Of The President	711004	100001	6100	12/16/24 16:28	INNI	I0184184	Sanders, Sonia Patrick.	U	110001			12/16/24 12:16	YTD	20	+
Operating	100001 - Office Of The President	711007	100001	6100	12/12/24 8:29	INNI	I0184040	Travel Reimbursement - Akakpo, Koffi C.	U	110001			12/11/24 12:30	YTD	27.22	+
Operating	100001 - Office Of The President	711007	100001	6100	11/26/24 12:00	INNI	I0183371	Travel Reimbursement - Akakpo, Koffi C.	U	110001			11/22/24 14:35	YTD	89.7	+
Operating	100001 - Office Of The President	711008	100001	6100	1/9/25 9:47	JE16	DL001842	DELAWARE STATE UNI	U	110001			12/31/24 23:59	YTD	600	+
Operating	100001 - Office Of The President	711008	100001	6100	12/10/24 12:16	JE16	DL001834	Commerce Lexington	U	110001			11/30/24 23:59	YTD	3199	+
Operating	100001 - Office Of The President	711009	100001	6100	1/9/25 9:47	JE16	DL001842	HILTON HOTEL AUSTIN	U	110001			12/31/24 23:59	YTD	838.89	+
Operating	100001 - Office Of The President	711009	100001	6100	12/16/24 16:28	INNI	I0184186	Travel Reimbursement - Sanders, Sonia Patricl	U	110001			12/16/24 12:25	YTD	89.5	+
Operating	100001 - Office Of The President	711009	100001	6100	12/12/24 8:29	INNI	I0184040	Travel Reimbursement - Akakpo, Koffi C.	U	110001			12/11/24 12:30	YTD	587.26	+
Operating	100001 - Office Of The President	711009	100001	6100	12/10/24 12:16	JE16	DL001834	Hilton Hotel	U	110001			11/30/24 23:59	YTD	279.63	+
Operating	100001 - Office Of The President	711009	100001	6100	11/26/24 12:00	INNI	I0183372	Travel Reimbursement - Akakpo, Koffi C.	U	110001			11/22/24 14:40	YTD	408.5	+
Operating	100001 - Office Of The President	711010	100001	6100	12/16/24 16:28	INNI	I0184186	Travel Reimbursement - Sanders, Sonia Patricl	U	110001			12/16/24 12:25	YTD	38	+
Operating	100001 - Office Of The President	711010	100001	6100	12/12/24 8:29	INNI	I0184040	Travel Reimbursement - Akakpo, Koffi C.	U	110001			12/11/24 12:30	YTD	77	+
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Operating	100001 - Office Of The President	711012	100001	6100	12/16/24 16:28	INNI	I0184186	Travel Reimbursement - Sanders, Sonia Patricl	U	110001			12/16/24 12:25	YTD	23.99	+
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Operating	100001 - Office Of The President	712001	100001	6100	1/10/25 12:09	JE16	DL001843	Dec 2024 postage charges	U	110001			12/31/24 23:59	YTD	0.69	+
Operating	100001 - Office Of The President	712001	100001	6100	1/10/25 12:09	JE16	DL001843	Dec 2024 postage charges	U	110001			12/31/24 23:59	YTD	14.49	+
Operating	100001 - Office Of The President	712001	100001	6100	1/10/25 12:09	JE16	DL001843	Dec 2024 postage charges	U	110001			12/31/24 23:59	YTD	0.69	+
Operating	100001 - Office Of The President	712001	100001	6100	1/7/25 12:28	INEI	I0184380	Completely KY	U	110001			12/31/24 23:59	YTD	218.5	+
Operating	100001 - Office Of The President	712001	100001	6100	12/12/24 9:34	JE16	DL001837	Nov 24 Postage charges	U	110001			11/30/24 23:59	YTD	0.69	+
Operating	100001 - Office Of The President	712001	100001	6100	12/12/24 9:34	JE16	DL001837	Nov 24 Postage charges	U	110001			11/30/24 23:59	YTD	8.97	+
Operating	100001 - Office Of The President	712001	100001	6100	12/12/24 9:34	JE16	DL001837	Nov 24 Postage charges	U	110001			11/30/24 23:59	YTD	64.98	+
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Operating	100001 - Office Of The President	712001	100001	6100	12/12/24 9:34	JE16	DL001837	Nov 24 Postage charges	U	110001			11/30/24 23:59	YTD	1.05	+
Operating	100001 - Office Of The President	712001	100001	6100	12/12/24 9:34	JE16	DL001837	Nov 24 Postage charges	U	110001			11/30/24 23:59	YTD	2.07	+
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Operating	100001 - Office Of The President	712001	100001	6100	12/12/24 9:34	JE16	DL001837	Nov 24 Postage charges	U	110001			11/30/24 23:59	YTD	0.69	+
Operating	100001 - Office Of The President	712001	100001	6100	12/12/24 9:34	JE16	DL001837	Nov 24 Postage charges	U	110001			11/30/24 23:59	YTD	2.07	+
Operating	100001 - Office Of The President	712001	100001	6100	12/12/24 9:34	JE16	DL001837	Nov 24 Postage charges	U	110001			11/30/24 23:59	YTD	22.77	+
Operating	100001 - Office Of The President	712001	100001	6100	12/12/24 9:34	JE16	DL001837	Nov 24 Postage charges	U	110001			11/30/24 23:59	YTD	40.71	+
Operating	100001 - Office Of The President	712001	100001	6100	12/12/24 9:34	JE16	DL001837	Nov 24 Postage charges	U	110001			11/30/24 23:59	YTD	100.05	+
Operating	100001 - Office Of The President	712001	100001	6100	12/12/24 9:34	JE16	DL001837	Nov 24 Postage charges	U	110001			11/30/24 23:59	YTD	1.38	+
Operating	100001 - Office Of The President	712001	100001	6100	12/11/24 11:34	INEI	I0184005	Completely KY	U	110001			11/30/24 23:59	YTD	42.6	+
Operating	100001 - Office Of The President	713016	100001	6100	1/8/25 11:34	JE16	J0026575	ADT Security	U	110001			12/30/24 23:59	YTD	93.16	+
Operating	100001 - Office Of The President	713016	100001	6100	12/11/24 15:50	JE16	J0026525	ADT SECURITY	U	110001			12/11/24 12:45	YTD	93.16	+
Operating	100001 - Office Of The President	714006	100001	6100	1/10/25 12:09	JE16	DL001843	Dec 2024 Copy charges	U	110001			12/31/24 23:59	YTD	6.29	+
Operating	100001 - Office Of The President	714006	100001	6100	1/10/25 12:09	JE16	DL001843	Dec 2024 Copy charges	U	110001			12/31/24 23:59	YTD	165	+

KENTUCKY STATE UNIVERSITY

Financial Information | January 2025

Revenues, Expenses, and Transfers

	E&G			Auxiliary		
Revenues						
	Budget	Actual	Forecast FY 25 Totals[1]	Budget	Actual	Forecast FY 25 Totals[2]
Gross Student Tuition and Fees	$ 18,210,800.00	$ 8,919,886.50	$ 17,199,000.00			
Scholarships	$ (4,000,000.00)	$ (2,659,406.01)	$ (4,000,000.00)			

	E&G			Auxiliary		
Revenues						
	Budget	Actual	Forecast FY 25 Totals[1]	Budget	Actual	Forecast FY 25 Totals[2]
Gross Student Tuition and Fees	$ 18,210,800.00	$ 8,919,886.50	$ 17,199,000.00			
Scholarships	$ (4,000,000.00)	$ (2,659,406.01)	$ (4,000,000.00)			
Uncollectable[3]	$ (898,000.00)	$ (1,408,297.21)	$ (1,979,800.00)			
Net Student Tuition and Fees	$ 13,312,800.00	$ 4,852,183.28	$ 11,219,200.00			
State Appropriations	$ 20,165,900.00	$ 10,639,200.00	$ 20,165,900.00			
Sales and Services	$ 1,000,000.00	$ 745,611.96	$ 1,000,000.00			
Endowment[4]		$ 480,475.83	$ 960,951.67			
Auxiliary				$ 11,119,200.00	$ 6,636,811.64	$ 11,119,200.00
Uncollectable[3]					$ (367,471.92)	
Total Revenue	**$ 34,478,700.00**	**$ 16,717,471.07**	**$ 33,346,051.67**	**$ 11,119,200.00**	**$ 6,269,339.72**	**$ 11,119,200.00**
Expenses						
Salaries and Wages	$ 11,642,600.00	$ 7,203,940.49	$ 13,588,888.48	$ 353,400.00	$ 251,313.73	$ 508,627.00
Benefits	$ 6,416,200.00	$ 2,495,130.94	$ 4,538,010.00	$ 134,300.00	$ 95,744.26	$ 190,220.00
Contracted Services	$ 3,000,000.00	$ 813,820.61	$ 1,181,730.76	$ 4,789,000.00	$ 2,059,698.98	$ 4,116,019.98
Operating	$ 4,866,900.00	$ 4,559,128.24	$ 8,896,241.85	$ 524,800.00	$ 949,878.39	$ 1,211,193.39
Utilities	$ 5,200,000.00	$ 1,102,652.26	$ 2,432,602.96	$ 1,072,500.00	$ 411,712.36	$ 823,424.72
Total Expenses	**$ 31,125,700.00**	**$ 16,174,672.54**	**$ 30,637,474.05**	**$ 6,874,000.00**	**$ 3,768,347.72**	**$ 6,849,485.09**
Transfers To (From)						
Mandatory: Debt Service	$ 1,353,000.00	$ 676,507.23	$ 1,353,000.00	$ 4,060,500.00	$ 2,404,375.00	$ 4,060,500.00
Non-Mandatory Transfer to Reserves	$ 2,000,000.00			$ 184,700.00	$ -	
Total Transfers	**$ 3,353,000.00**	**$ 676,507.23**	**$ 1,353,000.00**	**$ 4,245,200.00**	**$ 2,404,375.00**	**$ 4,060,500.00**
Total Expenses and Transfers	**$ 34,478,700.00**	**$ 16,851,179.77**	**$ 31,990,474.05**	**$ 11,119,200.00**	**$ 6,172,722.72**	**$ 10,909,985.09**

KENTUCKY STATE UNIVERSITY

Revenues, Expenses, and Transfers

Details

E/G	
Sales and Services	Items in this area include revenue from indirects and rebates.
Contracted Services	The majority of expenses in this area pertain to technology-related services, including Ellucian, Anthology, SHI International, and Convergeone.
Operating	A large portion of expense in the area pertains to fire and tornado coverage, vehicle insurance coverage, and audit expenses.
Auxiliary	
Contracted Services	Items in this area include expenses with Follett (bookstore), Ricoh (printing), and Sodexo (dining).
Operating	Items in the area include temporary student housing, needed due to Combs Hall updates, portion of the fire/tornado coverage ($343,000), the purchase of a vehicle ($25,000) to support mail delivery, and Transact Campus services to support use of student badges.

Revenues, Expenses, and Transfers

	E&G			Auxiliary		
Revenues						
	FY 25 Actual	FY 24 Actual	% Change	FY 25 Actual	FY 24 Actual	% Change
Gross Student Tuition and Fees	$ 8,919,886.50	$ 8,101,413.00	10.10%			
Scholarships	$ (2,659,406.01)	$ (1,317,977.00)	101.78%			
Uncollectable[1]	$ (1,408,297.21)					
Net Student Tuition and Fees	$ 4,852,183.28	$ 6,783,436.00	-28.47%			
State Appropriations	$ 10,639,200.00	$ 9,939,485.00	7.04%			
Sales and Services	$ 745,611.96	$ 868,173.25	-14.12%			
Endowment[1]	$ 480,475.83					
Auxiliary				$ 6,636,811.64	$ 5,795,485.93	
Uncollectable[2]				$ (367,471.92)		
Total Revenue	**$ 16,717,471.07**	**$ 17,591,094.25**	**-4.97%**	**$ 6,269,339.72**	**$ 5,795,485.93**	
Expenses						
Salaries and Wages	$ 7,203,940.49	$ 6,509,391.35	10.67%	$ 251,313.73	$ 45,991.82	
Benefits	$ 2,495,130.94	$ 2,913,090.94	-14.35%	$ 95,744.26	$ 22,529.97	
Contracted Services	$ 813,820.61	$ 714,909.87	13.84%	$ 2,059,698.98	$ 2,820.65	
Operating	$ 4,559,128.24	$ 4,029,562.95	13.14%	$ 949,878.39	$ 547,599.91	
Utilities	$ 1,102,652.26	$ 967,530.44	13.97%	$ 411,712.36		
Capital						
Total Expenses	**$ 16,174,672.54**	**$ 15,134,485.55**	**6.87%**	**$ 3,768,347.72**	**$ 618,942.35**	
Transfers To (From)						
Mandatory: Debt Service	$ 676,507.23			$ 2,404,375.00		
Non-Mandatory Transfer to Reserves						
Total Transfers	**$ 676,507.23**			**$ 2,404,375.00**	**$ -**	
Total Expenses and Transfers	**$ 16,851,179.77**	**$ 15,134,485.55**	**11%**	**$ 6,172,722.72**	**$ 618,942.35**	

[1] Additional endowment revenue of $240,237.93 was received in January.

[2] As of January 24, the outstanding balance for tuition/fees was reduced to $989,841.61 and outstanding auxiliary charges are $305134.13.

[3] Percent of change excluded from Auxiliary as transactions were recorded differently in FY24.

KENTUCKY STATE UNIVERSITY

Auxiliary Revenues, Expenses

	FY 25			FY 24		
	Budget	Actual	%	Budget	Actual	%
Revenues						
Housing	$ 6,140,400.00	$ 4,024,739.39	66%	$ 10,172,600.00	$ 5,795,485.93	
Dining	$ 3,288,900.00	$ 1,870,185.25	57%			
Bookstore	$ 1,689,900.00	$ 741,887.00	44%			
Other						
Uncollectable[1]		$ (367,471.92)				
Total Revenue	**$ 11,119,200.00**	**$ 6,269,339.72**	**56%**	**$ 10,172,600.00**	**$ 5,795,485.93**	**57%**
Expenses						
Salaries and Wages	$ 353,400.00	$ 251,313.73	71%	$ 680,450.00	$ 45,991.82	7%
Benefits	$ 134,300.00	$ 95,744.26	71%			
Contracted Services	$ 4,789,000.00	$ 2,059,698.98	43%	$ 6,598,975.00	$ 2,820.65	0%
Operating	$ 524,800.00	$ 949,878.39	181%	$ 1,600,000.00	$ 547,599.91	34%
Utilities	$ 1,072,500.00	$ 411,712.36	38%			
Capital						
Total Expenses	**$ 6,874,000.00**	**$ 3,768,347.72**	**55%**	**$ 8,879,425.00**	**$ 596,412.38**	**7%**
Transfers To (From)						
Mandatory: Debt Service	$ 4,060,500.00	$ 2,404,375.00	59%			
Non-Mandatory Transfer to Reserves	$ 184,700.00		0%			
Total Transfers	**$ 4,245,200.00**	**$ 2,404,375.00**	**57%**			
Total Expenses and Transfers	**$ 11,119,200.00**	**$ 6,172,722.72**	**56%**	**$ 8,879,425.00**	**$ 596,412.38**	**7%**

[1] As of January 27, the outstanding auxiliary charges are $305,134.13.

KENTUCKY STATE UNIVERSITY

Cash Balance Report

(as of 12.31.2024)

Bank Accounts			
Bank 60 (Fifth Third)	$ 5,850,344.18		
Outstanding Checks	(527,425.30)		
Net Balance Bank 60	$ 5,322,918.88		
Bank 09 (Commonwealth of Kentucky)	$ 1,880,058.85		
Bank 20 (State Appropriations)	$ -		
Bank 29 (Capital Project Account)	10,087,559.44		
Bank 52 (Perkins Account)	$41,232.44		
Total Cash Balance		**$ 17,331,769.61**	
Less cash reserved for specific purposes:			
Capital Project Account	(10,087,559.44)		
Perkins Account	($41,232.44)		
Asset Preservation Accumulated Fees	$ (826,746.37)		
Land Grant Match Appropriations	$ -		
CPE Reserved Project Funds[1]	$ (5,159,923.82)		
Other Reserved Grant Balances	$ -		
Total Reserved Cash Balance		**(16,115,462.07)**	
Available Cash Balance			**$ 1,216,307.54**
Footnotes			
[1] Detail of CPE project funds:			
Scaling Co-Requisite Education	$ 26,874.97		
CBMI	$ 37,139.08		
Summer Bridge (restricted)	$ 45,218.17		
Salary Study (restricted)	$ 49,850.04		
Curriculum Design (residential)	$ 200,000.00		
Online Programming (restricted)	$ 1,019,049.19		
Teacher Ed Curriculum (restricted)	$ 187,000.00		
Accounting Endowment	$ 60,548.62		
Cohort Management System	$ 431,885.47		
Global Affairs (6.13.1)	$ 197,820.68		
College of Business/Eng,Tech Plan (4.18.1)	$ 2,086,582.50		
Fund 240009:	$ 817,955.10		

KENTUCKY STATE UNIVERSITY

Student AR (as of 12.31.2024)

	12.31.2024	12.31.2023
Enrolled Students		
Balance Owed Current Semester	$ 1,439,089.40	$1,014,479.12
Balance Owed Prior Semesters	$239,176.00	$197,326.00
Total Balances Owed Enrolled Students	**$1,678,265.40**	**$1,211,805.12**
Non-Enrolled Students		
Balance Owed under 365 Days	$447,331.79	$403,804.43
Balance Owed over 365 Days		$860,107.36
Balance Owed Over 730 Days		
Total Outstanding Student Receivables	**$447,331.79**	**$1,263,911.79**
Total Outstanding Student Receivables	**$2,125,597.19**	**$ 2,475,716.91**

Footnote

Schedules were being removed and reentered during this time frame, impacting the data review process for this period.

FY24 Student Accounts Receivable was relieved by institutional funds per the President. This allowed for a clean start in FY25.

FY23 Student Accounts Receivable $2.4 in aid and HEERF was applied.

KENTUCKY STATE UNIVERSITY

Accounts Payable Aging (as of 12.31.2024)

Payables Aging (Days)	Balance	
0-30	$ (223,751.62)	
31-60	$ (97,490.82)	
61-90	$ (213.87)	
91-120		
120+	$ (754.47)	
Total	**$ (322,210.78)**	
No-Purchase Order Invoices Aging (Days)		
0-30	$ (480,423.88)	
31-60	$ (975,157.11)	
61-90	$ (548,553.21)	
91-120	$ (67,129.78)	
120+	$ (158,880.24)	
Total	**$ (2,230,144.22)**	
Outstanding Credit Card Payments		**Over 30 Days (Y/N)**
American Express	$ (5,042.30)	N
5/3 Corporate Card		
Diners Club Card	$ (53,917.92)	N
Total	**$ (58,960.22)**	
Total Accounts Payable	**$ (2,611,315.22)**	

KENTUCKY STATE UNIVERSITY

President’s Unit Expenses

November & December 2024 Expenses	
Row Labels	**Sum of 'Amount'**
ADT Security	$186.32
4imprint Inc	$2,748.09
august paper charges update	$15.60
August, Wendell	$4,715.80
Commerce Lexington	$3,199.00
Completely KY	$261.10
Dec 2024 Copy charges	$171.29
Dec 2024 Paper charges	$58.09
Dec 2024 postage charges	$498.44
DELAWARE STATE UNI	$600.00
Hilton Hotel	$279.63
HILTON HOTEL AUSTIN	$838.89
Nov 24 Postage charges	$255.05
Rebecca Ruth Candy Inc	$962.50
Sanders, Sonia Patrick.	$443.45
Sodexo Operations, LLC Dining	$799.60
Staples	$1,662.76
Fuel Charges November 2024	$39.12
Travel Reimbursement - Akakpo, Koffi C.	$1,216.68
Travel Reimbursement - Sanders, Sonia Patrick.	$191.41
Grand Total	**$19,142.82**

Expenses Over $100,000

'Description'	'Fund'	'Transaction Date'	'Field'	'Amount'
Alpha Mechanical Service Inc (mechanical service provider)	310001	12/31/2024 23:59	YTD	$ 102,031.90
American Roofing CA4M (roof bond pool - Exum Center Roof final payment)	910370	7/30/2024 23:59	YTD	$ 383,441.01
Anthology Inc. of NY (student information system)	110001	10/28/2024 10:03	YTD	$ 162,938.01
Banc of America Public Capital Corp (ESPC Project - debt service interest)	910058	12/11/2024 23:59	YTD	$ 180,077.27
Blue & Co., LLC (audit support)	220246	9/4/2024 11:45	YTD	$ 118,395.00
CALHOUN CONST SERV CB1G - (Blazer renovation)	212181	12/31/2024 23:59	YTD	$ 376,017.61
CALHOUN CONST SERV CB1G - (Blazer renovation)	212181	12/31/2024 23:59	YTD	$ 424,818.76
CALHOUN CONST SERV CB1G - (Blazer renovation)	212181	12/31/2024 23:59	YTD	$ 376,017.61
CALHOUN CONST SERV CB1G - (Blazer renovation)	212181	12/31/2024 23:59	YTD	$ 424,818.76
CALHOUN CONST SERV CB1G - (Blazer renovation)	212181	10/31/2024 23:59	YTD	$ 197,809.35
CALHOUN CONST SERV CB1G - (Blazer renovation)	212189	10/31/2024 23:59	YTD	$ 308,424.89
Cerdant Inc (cybersecurity / IT services)	212236	12/31/2024 23:59	YTD	$ 112,149.87
Chuchill McGee CAZL (asset preservation - walkways/sidewalks/handrails)	910379	8/31/2024 23:59	YTD	$ 107,568.95
Chuchill McGee CAZL (asset preservation - walkways/sidewalks/handrails)	910379	12/31/2024 23:59	YTD	$ 130,720.50
Chuchill McGee CAZL (asset preservation - walkways/sidewalks/handrails)	910379	9/30/2024 23:59	YTD	$ 107,107.70
Chuchill McGee CAZL (asset preservation - walkways/sidewalks/handrails)	910379	10/8/2024 9:15	YTD	$ 107,107.70
Chuchill McGee CAZL (asset preservation - walkways/sidewalks/handrails)	910379	7/30/2024 23:59	YTD	$ 142,645.50
Clifton Larson Allen (audit)	110001	9/16/2024 23:59	YTD	$ 112,340.81
Convergeone, Inc. (cybersecurity / IT services - HEERF fund/CARES Superfund)	212165	12/31/2024 23:59	YTD	$ 223,158.20
Convergeone, Inc. (cybersecurity / IT services)	212236	11/30/2024 23:59	YTD	$ 120,294.56
Convergeone, Inc. (cybersecurity / IT services - HEERF fund/CARES Superfund)	212165	9/6/2024 12:18	YTD	$ 669,474.60
Convergeone, Inc. (cybersecurity / IT services)	212200	9/3/2024 14:59	YTD	$ 126,485.22
Devere Construction, Inc CB8Z (Combs Hall)	910392	8/31/2024 23:59	YTD	$ 347,680.48
Devere Construction, Inc CB8Z (Combs Hall)	910392	10/31/2024 23:59	YTD	$ 337,612.64
Devere Construction, Inc CB8Z (Combs Hall)	910392	10/31/2024 23:59	YTD	$ 829,362.72
Devere Construction, Inc CB8Z (Combs Hall)	910392	8/31/2024 23:59	YTD	$ 506,630.61
Ellucian Company LP (accounting systems)	110001	10/14/2024 16:23	YTD	$ 266,158.00
Engineered Floors, LLC - (Exum floor - demo/install) HBCU TIII, Part B YR2 Bldg Reno	212223	10/29/2024 10:41	YTD	$ 203,296.16
Fisher Scientific (Equipment - EPSCoR ERISE II - research award focused on mitigating the cost of treating nutrient waste to reduce operating costs and increase the sustainability of soilless AgTech.)	214227	1/2/2025 14:01	YTD	$ 205,035.50
Follett Higher Education Group Inc (bookstore)	310001	10/14/2024 11:12	YTD	$ 639,340.00
Greater Comfort Heating & AC (HVAC aquaculture)	910382	9/30/2024 23:59	YTD	$ 157,026.94
Greater Comfort Heating & AC CB1E (HVAC aquaculture)	910382	10/8/2024 9:15	YTD	$ 157,026.94
Greater Comfort Heating CB1E (HVAC aquaculture)	910382	8/31/2024 23:59	YTD	$ 150,591.51
Huntington National Bank (dorm payment)	310001	9/13/2024 11:30	YTD	$ 2,404,375.00
Illummina (LG State Research 25-NextSeq 1000 Sequencing System-DNA sequencing)	220901	11/19/2024 13:11	YTD	$ 214,200.00
Instructure, Inc. (Publisher of Canvas, LMS)	212189	7/24/2024 10:34	YTD	$ 126,747.77
KY State Treasurer (fire/tornado coverage -*$38,740.96 moved to LG)	110001	8/13/2024 11:52	YTD	$ 1,324,896.16
Liberty Mutual Insurance Company (vehicle coverage-*$261,844.38 moved to LG)	110001	8/9/2024 23:59	YTD	$ 408,678.00
Magellan Learning Solutions, LLC (global online services)	220231	9/26/2024 9:50	YTD	$ 441,006.78
Magellan Learning Solutions, LLC (global online services)	220231	9/26/2024 9:55	YTD	$ 160,214.38
Magellan Learning Solutions, LLC (global online services)	220231	9/26/2024 9:53	YTD	$ 311,597.34

Expenses Over $100,000

Magellan Learning Solutions, LLC (global online services)	220231	9/26/2024 9:25	YTD	$ 108,270.55
Magellan Learning Solutions, LLC (global online services)	220231	9/26/2024 9:48	YTD	$ 439,250.00
Paramount Roofing Inc CB1L (asset preservation - Hume renovation)	910385	10/31/2024 23:59	YTD	$ 117,918.00
Pearce-Blackburn Roofing CA4M (Roof pool - Jordan Roof Replacement)	910370	8/31/2024 23:59	YTD	$ 163,794.50
Protiviti Government Service, Inc. (financial consultant)	240009	1/16/2025 13:49	YTD	$ 108,482.38
Protiviti Government Service, Inc. (financial consultant)	240009	10/21/2024 15:02	YTD	$ 163,847.16
Protiviti Government Service, Inc. (financial consultant)	240009	10/15/2024 13:57	YTD	$ 162,629.12
Protiviti Government Service, Inc. (financial consultant)	240009	10/15/2024 13:54	YTD	$ 102,137.60
R98972 (ESPC Project - debt service interest)	910058	11/25/2024 11:24	YTD	$ 186,712.76
Schimdt Associates Inc CBDF (architecture services- asset preservation - Chandler Hall)	910254	10/31/2024 23:59	YTD	$ 116,000.00
Schimdt Associates Inc CBDF (architecture services- asset preservation - Chandler Hall)	910254	10/31/2024 23:59	YTD	$ 116,000.00
Schmidt Associates Inc CB8Z (architecture services - asset preservation - Combs Hall)	910392	12/31/2024 23:59	YTD	$ 1,213,583.16
SIAC (Southern Intercollegiate Athletic Conference)	110001	7/26/2024 14:47	YTD	$ 164,810.00
Sodexo Operations, LLC Dining	310001	10/31/2024 23:59	YTD	$ 515,906.20
Sodexo Operations, LLC Dining	310001	9/28/2024 21:11	YTD	$ 303,929.03
Sodexo Operations, LLC Dining	310001	9/28/2024 21:09	YTD	$ 109,429.77
Sodexo Operations, LLC Dining	310001	8/13/2024 13:54	YTD	$ 120,115.15
Sodexo Operations, LLC Dining	310001	8/13/2024 13:47	YTD	$ 162,426.89
Sway Holdings, LLC (global online marketing)	220231	10/31/2024 23:59	YTD	$ 265,330.47
Sway Holdings, LLC (global online marketing)	220231	9/26/2024 10:06	YTD	$ 265,330.47

Sway Holdings, LLC (global online marketing)	220231	9/26/2024 10:07	YTD	$ 265,330.47
Sway Holdings, LLC (global online marketing)	220231	9/26/2024 9:56	YTD	$ 265,330.47
Tesco Specialty Vehicles, LLC (mobile medical clinic)	210220	8/13/2024 23:59	YTD	$ 175,500.00
Tesco Specialty Vehicles, LLC (mobile medical clinic)	210220	8/13/2024 9:10	YTD	$ 175,500.00
Tesco Specialty Vehicles, LLC (mobile medical clinic)	210220	8/8/2024 9:04	YTD	$ 175,500.00
Vincent Fister Inc. (Commercial Storage/Labor/Transport - Library Project)	212222	11/7/2024 23:59	YTD	$ 109,041.94
Wireman Const & Excavation CAUJ (asset preservation - Demolition project)	910373	10/31/2024 23:59	YTD	$ 113,193.95
WT Cox Information Services (library subscription services)	212241	1/17/2025 15:43	YTD	$ 116,674.48

KENTUCKY STATE UNIVERSITY

KENTUCKY STATE UNIVERSITY
1886
ONWARD — UPWARD

3 Year

STRATEGIC PLAN

Vision 2028

***Thorobreds* Leading for Impact**

KENTUCKY STATE
UNIVERSITY

Letter from Leadership

Dear KSU Community,

Following a comprehensive internal review process, I am pleased to announce the launch of our new strategic plan, designed to guide Kentucky State University (KSU) towards a future of growth in innovation and inspiring the next leaders of the Commonwealth. This comprehensive plan, crafted through extensive consultation and collaboration, focuses on four key pillars: Affordable Access, Transformative Engagements, Equitable Student Success, and Sustainable Educational Resources. These pillars are the foundation upon which we will build Kentucky State University's growth and success in the years ahead.

Affordable Access
We are committed to making education accessible to all individuals, regardless of their socioeconomic background. By reducing financial barriers and promoting our financial aid programs, we will provide more opportunities for students to pursue their educational goals. Our focus on affordable educational access will empower students to achieve mobility.

Transformative Engagements
Our university will play an active role in advancing conditions across the Commonwealth through strategic partnerships and impactful services. We will collaborate with local governments, non-profit organizations, businesses, and community groups to address critical workforce, economic, and environmental challenges. Through these transformative engagements, we will contribute to the well-being and development of our communities, making a meaningful contribution to the Commonwealth.

Equitable Student Success
Ensuring that every student has the opportunity to succeed is at the heart of our mission. We will provide holistic support services, enhance retention and graduation initiatives, and elevate learning opportunities for all students. By fostering an encompassing and supportive environment throughout the student life cycle, we will help every student reach their full potential, reducing achievement gaps and promoting a culture of success. In brief, we will make Kentucky State University a model student ready university.

Sustainable Educational Resources
Our operations and educational mission require sustainable practices. Sustainability is integral to our operations and educational mission. We will develop and maintain our facilities, faculty, staff, and programs that prioritize environmental stewardship, energy efficiency and resource conservation. By investing in sustainable practices and innovative programs, we will ensure the long-term viability and impact of KSU. Our commitment to sustainability will enhance the quality of education we provide and demonstrate our dedication to economic responsibility.

Moving Onward and Upward
As we embark on this strategic journey, I invite each member of our community to actively participate in the implementation of these goals. Your engagement and collaboration are crucial to our success. Together, we will create a vibrant, affordable, and sustainable future for Kentucky State University that above all else commits to ensure our students are placed first.

Thank you for your continued dedication and support. I look forward to working with you to achieve these ambitious and transformative goals.

Warm Regards,

Koffi C. Akakpo, Ph.D.
President, Kentucky State University

About Kentucky State University

Founded in 1886 as the State Normal School for Colored Persons and named a land-grant college under the Second Morrill Act of 1890, Kentucky State University became Kentucky's second state-supported institution of higher learning. Today, the University is one of the most diverse institutions among Historically Black Colleges and Universities (HBCUs) in the nation and the most diverse among the Commonwealth's public universities. The University's student-faculty ratio is the lowest among public institutions of higher learning in Kentucky.

Mission, Vision, Values, and Retention Statement

Mission Statement

Provide transformative educational experiences to prepare graduates for making meaningful contributions to society.

Kentucky State University is a public, research-comprehensive, historically black, 1890 land grant institution.

Vision Statement

Foster Innovation and Inspire Leaders to Advance the Commonwealth and the World.

University Values

Compassion, Communication, Commitment,
and Collaboration Ethical and Moral Responsibility

Intentional Actions

Excellence and Innovation

Impactful Community Engagement

Holistic Professional Development

Institutional Retention Statement

Provide transformative educational experiences to our students, by enhancing opportunities and support to ensure retention, progression, and on-time degree completion.

Strategic Priority 1: Affordable Access
Provide Affordable Quality Education Through Enhanced Access

KSU is committed to fostering a diverse and inclusive learning environment where all individuals have equal opportunities to pursue higher education regardless of socioeconomic background. Recognizing the critical importance of affordable educational access in empowering students to achieve their academic and professional goals, KSU has developed a comprehensive strategic plan to enhance affordability and reduce financial barriers to education.   This strategic plan encompasses three overarching goals, each designed to address specific facets of accessibility: outreach, financial opportunity and innovative program offerings. Through well-defined objectives, innovative initiatives, and measurable metrics, KSU endeavors to make education more accessible for its students and equip them with the necessary financial literacy and support services to navigate the complexities of attaining an education.

In the following sections, we outline these strategic goals, objectives, initiatives, and metrics, highlighting KSU's commitment to ensuring that every student can advance academically and succeed beyond the classroom. In addition, Kentucky State University can effectively increase enrollment, attract a diverse student body, and strengthen its value-added proposition as a premier institution of higher education in the Commonwealth, the nation and in the world.

Objective	Initiative	Key Performance Indicators
1.1 Expand Financial Pathways	**1.1.1 Financial Accessibility** Expand scholarship and grant opportunities for all students, especially socio economically disadvantaged students.	Increase awarded scholarships by 10% every year.
	1.1.2 Diversify Funding Sources Seek partnerships with corporations, alumni, and philanthropic organizations to establish endowed and restricted scholarships.	
	1.1.3 Merit-Based Aid Programs Enhance programs to reward academic achievement and leadership qualities among incoming and current students.	
	1.1.4 Enhance Application Assistance Provide workshops and online resources to assist students in applying for external scholarships and grants.	
1.2 Improve Enrollment Management through Enhanced Outreach	**1.2.1 Streamline Enrollment Management Processes** Enhance support services to facilitate a seamless transition for prospective students.	Increase enrolled students through intentional recruitment strategies to a head-count of 3,000 by Fall 2025, 3,500 by Fall 2026 and 4,000 by Fall 2027.
	1.2.2 Enrollment Management Counseling Provide personalized counseling for current students to navigate their progression.	
	1.2.3 Enhanced Transfer Student Support Develop resources and programs specifically designed to support transfer students, including credit evaluations, transfer specific student orientation, and academic advising services.	

Affordable Access

Strategic Objectives for Priority 1 Affordable Access

Objective	Initiative	Key Performance Indicators
1.3 Increase Program Offerings	**1.3.1 Enhance Academic Excellence** Expand and diversify program offerings to attract a broader range of students and enhance the overall academic reputation of Kentucky State University. Invest in professional development programs and research initiatives to enhance academic excellence.	Add at least 3 new market-driven programs per year.
	1.3.2 Market-Driven & Innovative Program Development Conduct market research to identify emerging fields and areas of demand and develop new academic programs or concentrations accordingly.	
	1.3.3 Online and Distance Education Learning Options Expand online and distance education learning opportunities to target non-traditional and adult learners and those seeking flexible learning options.	
	1.3.4 Promote Digital and Information Literacy Empower stakeholders to become proficient and confident digital citizens, capable of leveraging technology to support personal, educational, and professional goals.	

Strategic Priority 2: Transformative Engagements

Create partnerships and offer services that advance the workforce and economic development in the Commonwealth

Through transformative engagements, Kentucky State University will become a catalyst for positive change and advance the economic and workforce conditions in the Commonwealth of Kentucky. By partnering with diverse stakeholders and offering services that meet community needs, we will help create a more just, prosperous, and sustainable Commonwealth. Kentucky State University will leverage its resources and expertise to promote transformative engagements that significantly advance human conditions across the Commonwealth of Kentucky. Our strategic goal focuses on establishing meaningful partnerships and offering impactful services that address critical social, economic, and environmental challenges within our communities.

Objective	Initiative	Key Performance Indicators
2.1 Execute a B.O.L.D. capital campaign [Believe, Outstanding, Lead, Daring]	**2.1.1 Enhance Donor Recognition Efforts** Conduct a capital campaign assessment; create additional donor recognition events and stewardship mechanisms leading into and during capital campaign/fundraising/ philanthropy.	Reach a University endowment of $100 million by December 2029.
2.2 Lead Regional Economic Impact	**2.2.1 Cultivate Strategic Alliances** Grow mutually beneficial relationships with businesses and organizations with the potential to advance the Commonwealth.	Increase partnerships with businesses and other entities by 5% annually.
2.3 Support Entrepreneurial Ecosystems	**2.3.1 Foster Entrepreneurial Ecosystem Growth** Spur economic development through an entrepreneurial ecosystem driven by startup ventures, public-private partnerships and transformative technologies. **2.3.2 Diversify Institutional Financial Resources** Diversify the university's revenue and resource base to build financial strength and provide flexible funds for strategic investment. **2.3.3 Enhance Community Research Outreach** Strengthen outreach, engagement and community-focused research capabilities across all disciplines.	Increase grant and private investments in KSU by 10% each year.

Strategic Priority 3: Equitable Student Success

Achieve equitable student success across the life cycle of engagement

By being intentional with student success, Kentucky State University will create an environment where all students can reach their full potential. Our commitment to inclusivity and support will lead to higher retention and graduation rates, reduced achievement gaps, and a more diverse and successful alumni community Kentucky State University goal of achieving student success across the life cycle of engagement underscores our dedication to providing support and resources that enable all students to thrive academically, personally, and professionally.

Objective	Initiative	Key Performance Indicators
3.1 Empower purposeful engagements to enhance student success	**3.1.1 Empowering Success** Target efforts in recruitment, enrollment, retention, and post-collegiate support.	Increase retention, graduation and job placement rate by 5% each annually
	3.1.2 Improve Utilization of Online Student Services Streamline student interactions, increase engagement, and support academic and administrative needs.	
	3.1.3 Promote Services that Enhance Learning Strengthen career services and alumni engagement efforts to facilitate successful transitions from college to career.	
	3.1.4 Communication Strategy Develop a comprehensive communication plan highlighting student service for career readiness and health and well-being.	
3.2 Foster student leadership to increase student achievement	**3.2.1 Enhanced Academic Advising Program** Measure the satisfaction of students with the academic advising services provided, through regular surveys, feedback mechanisms, early degree audits to track graduation readiness.	Increase progression Rates by 5% annually.

Objective	Initiative	Key Performance Indicators
	3.2.2 Increase Student Retention Develop a "Student Journey Map" to inform decisions around what initiatives are recommended to implement for improving student retention, progression, and graduation rates by providing comprehensive support services, including academic advising, mentoring, and career preparation programs.	
	3.2.3 Career Development and Leadership Preparedness Equip students with the skills, knowledge, leadership training, and resources necessary to succeed in their chosen careers through career exploration workshops, mentorship programs, and alumni networks.	
3.3 Implement high-impact practices to enhance student learning environments	**3.3.1 Personalized Learning Plans** Utilize data-driven insights and adaptive learning resources to address individual learning needs.	Increase the number of courses while implementing and assessing high-impact practices by 2.5% annually. Increase internships by 5% annually.
	3.3.2 Community Focused Learning Opportunities Develop partnerships with community organizations to create experiential learning projects, internships, and service-learning initiatives that enrich educational experiences while addressing community priorities.	

Strategic Priority 4: Sustainable Educational Resources

Sustainable Educational Resources include Facilities, Faculty, Staff/Administration and Programs

By prioritizing Sustainable Educational Resources, Kentucky State University creates a resilient and forward-thinking institution that serves the needs of current and future generations. Our commitment to sustainability will not only enhance the quality of education we provide but also demonstrate our dedication to social responsibility and environmental stewardship. Kentucky State University recognizes the importance of sustainability in all aspects of our operations. Our strategic goal of Sustainable Educational Resources focuses on developing and maintaining facilities, faculty, staff/administration, and programs that not only meet the current needs of our university community but also ensure long-term viability and positive impact on the environment. This strategic goal supports our mission to offer an exceptional educational experience while contributing positively to our community and the world. Together, we will build a sustainable future for Kentucky State University, ensuring that our resources are used wisely and effectively to benefit all members of our university community.

Objective	Initiative	Key Performance Indicators
4.1 Stimulate Financial Sustainability	**4.1.1 Enhance Cost Efficiency in University Operations** Create a fiscally responsible and environmentally conscious campus that supports long-term sustain ability and operational excellence. **4.1.2 Diversify Revenue Streams** Explore new funding sources, enhance existing revenue channels, and develop innovative financial strategies to ensure a stable and flexible financial foundation. **4.1.3 Increase Transparency and Accountability** Implement clear communication, stakeholder engagement, and performance monitoring systems, ensuring ethical standards and responsive governance in all areas of KSU.	Implement at least 1 new sustainability initiative annually. Increase the University Fund balance by 5% annually.
4.2 Foster Social Sustainability	**4.2.1 Enhance Community Engagement and Social Responsibility** Strengthen partnerships with local organizations, increase involvement in community initiatives, and promote social responsibility across campus. **4.2.2 Promote Equity and Inclusion in Sustainability Efforts** Ensure that environmental initiatives are accessible and beneficial to all members of our community. **4.2.3 Cultivate a Supportive Environment for Employees** Promote a culture of inclusion, continuous development, and well-being, ensuring employees have the resources and opportunities needed to excel and contribute meaningfully to organizational success.	Each academic division will host at least 5 and non-academic divisions will host at least 2 community-focused programs annually. Implement an employee satisfaction survey and distribute it annually.
4.3 Ensure Sustainability in Research Management Practices	**4.3.1 Advance Sustainable Education and Research** Enhance academic programs by integrating sustainability across the Curriculum and by supporting sustainable research and innovation. **4.3.2 Implement Sustainable Procurement Policies** Prioritize sourcing products and services that are environmentally friendly, ethically produced, and economically viable. **4.3.3 Improve Resources Utilization and Waste Reduction** Implement efficient practices and technologies to optimize the use of resources and minimize waste generation.	Increase student participation in sustainability related initiatives by 5% annually. Increase institutional research capacity by 2029.

Strategic Plan Definitions

Awarded Scholarships - The number of scholarships given to students based on merit, need, or other criteria, whether institutional or external.

Enrolled Students - Individuals who have formally registered and are attending courses at Kentucky State University. This includes on campus and online students.

Market-Driven Programs - Educational programs designed to align with current workforce market demands and provide students with skills needed in high-demand industries.

University Endowment – The endowed holdings whose annual expenditures go to support the students and programs of Kentucky State University. The University manages its own endowment fund via an investment firm as well as an endowment held in the University's 501(c)(3) partner, the KSU Thorobreds Foundation, Inc.

Partnerships – Collaborations or agreements between the university and businesses, organizations, or other entities to achieve shared goals. These could be local, national or international and include but are not limited to financial partners, community partners, as well as consulting or advising partners.

Grant and Private Investments - Financial contributions received from grants (typically from government or foundations) and private donors to support KSU initiatives.

Retention Rates – The percentage of students who continue their education at the University from one year to the next. KSU will measure freshman to sophomore, sophomore to junior, junior to senior.

Graduation Rates – This relates to the four and six year graduation rates. First-time, full-time bachelor's degree-seeking students entering in the fall semester (or entering in the summer and continuing in the fall), who graduate with a bachelor's degree within four or six years from their institution of entry[1].

Job Placement Rates - The percentage of graduates who secure employment in their field of study one year after graduation.

Progression Rates - For four-year Institutions, student progression is the number of full- and part-time undergraduate students reaching or surpassing 30, 60, or 90 cumulative earned credit hours in a given academic year as defined by student classification[1]. KSU will also measure 24 cumulative earned credit hours.

High-Impact Practices - Educational practices, such as internships or collaborative projects that are proven to enhance student learning and engagement.

Sustainability Initiatives - Actions or programs designed to promote environmental, financial or programmatic responsibility and resource conservation.

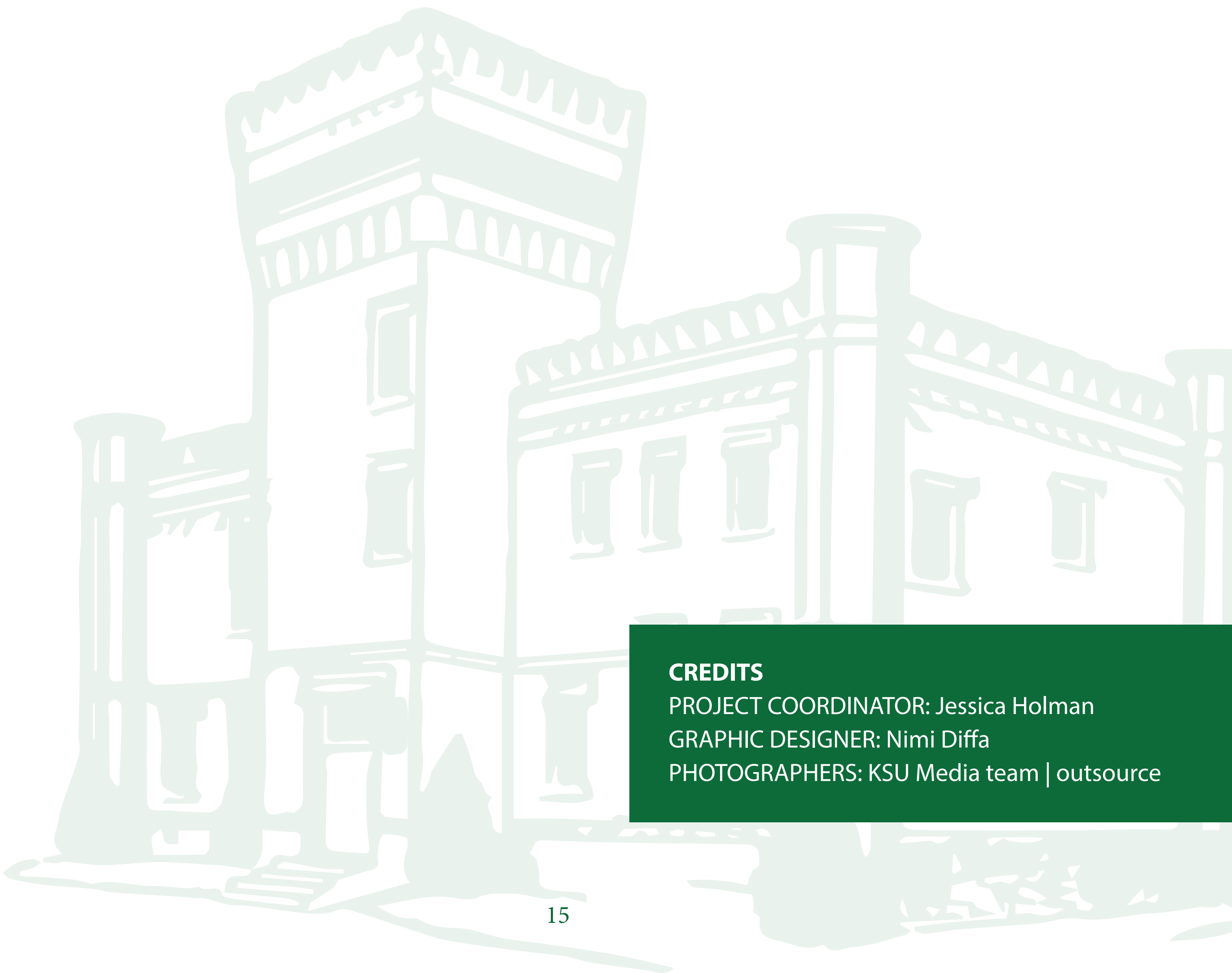
University Fund Balance - The financial reserves or surplus available to the University after accounting for its revenues and expenses.

Community-Focused Programs - Events or activities organized to engage and benefit the surrounding community, fostering outreach and collaboration.

Institutional Research Capacity - The University's ability to conduct, support, and utilize research to achieve academic and organizational goals.

[1]*Council on Postsecondary Education. (2023). Comprehensive Database Guidelines for Kentucky Higher Education Institutions (p. 208).* https://cpe.ky.gov/policies/data/2023-24guidelines.pdf.

Kentucky State University is an equal opportunity provider.



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KENTUCKY STATE UNIVERSITY

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Onward. Upward.

ACTION ITEM 5A(i)

ACTION ITEM:
Approval of Budget Increase for the McCullin Hall Renovation Project

FACTS:
- The McCullin Hall Renovation Project was originally approved at the September 12, 2024, Board meeting.
- The approved budget was $500,000.
- The initial estimate only included window replacements.
- The project's scope has now expanded to include:
  - Exterior repairs
  - Replacement of all doors
  - Major concrete, sidewalk, and walkway replacements
- This request is for a budget increase of $1,500,000.

BUDGETARY IMPLICATIONS:

- The additional $1,500,000 will be funded through the University's 2024–2026 state bond-funded asset preservation funds.

RECOMMENDATION:
President Koffi C. Akakpo recommends that the Board of Regents approve the budget increase for the McCullin Hall Renovation Project.

MOTION:
Approve the budget increase for the McCullin Hall Renovation Project.

ACTION ITEM 5A(ii)

ACTION ITEM:
Approval of Budget Increase for the Chandler Hall Renovation Project

FACTS:
- Chandler Hall, built in 1939, spans 28,000 square feet and houses 115 students.
- It has undergone two renovations, the most recent occurring in 1993.
- The building suffers from significant deferred site maintenance, outdated systems, and moisture issues, as well as failing or deteriorating architectural components (both interior and exterior).
- This project will include:
  - Upgrades to the mechanical, electrical, and plumbing systems
  - Architectural improvements (e.g., low-maintenance flooring, building envelope repairs)
  - The repurposing of underutilized space, potentially increasing bed capacity
- Major construction is scheduled to begin in December 2024, with completion anticipated by November 2025.

BUDGETARY IMPLICATIONS:

- The project was previously approved with a $9,970,000 budget during the September 2024 Board meeting.
- As design efforts progressed, additional building envelope and HVAC issues were identified, thus increasing the estimated cost by $300,000.
- The total projected budget is now $10,270,000.
- The additional $300,000 will come from the University's 2022–2024 state bond-funded asset preservation funds, consisting of $260,869.57 in state bond funds and $39,130.43 in University matching funds.

RECOMMENDATION:
President Koffi C. Akakpo recommends that the Board of Regents approve the budget increase for the Chandler Hall Renovation Project.

MOTION:
Approve the budget increase for the Chandler Hall Renovation Project.

ACTION ITEM 5A(iii)

ACTION ITEM:
Approval of Budget Increase for the Betty White Renovation Project

FACTS:
The KSU Land Grant Program has a critical shortage of laboratory and classroom space for graduate studies. This project will create two laboratories, as well as additional classrooms and offices, by redesigning and making better use of the space in the soon-to-be-vacant Betty White building. This project will include major infrastructure replacements such as the roof, windows and HVAC system.

BUDGETARY IMPLICATIONS:

- The Board previously approved a budget of $2,467,500 for this project on December 6, 2024.
- Additional requirements have been identified, therefore increasing the estimate budget by $385,830.45.
- The new total for the project will be $2,853,330.45.

RECOMMENDATION:
President Akakpo recommends that the Board approve the budget increase for the Betty White Renovation Project.

MOTION:
Approve the budget increase for the Betty White Renovation Project.

ACTION ITEM 5A(iv)

ACTION ITEM:
Approval of Improvements to Campus Walkways and Miscellaneous Repairs

FACTS:

- Phase 1 of the Walkways project began in May 2024, focusing on replacing sidewalks and handrails in specific areas.
- Phase 2 will build upon that work by replacing additional sidewalks, stairs, and handrails that have failed or become unsafe.
- Construction is scheduled to begin in early 2025.

BUDGETARY IMPLICATIONS:

- The current budget for this project is $1,000,000.
- Funding will come from the University's 2024–2026 state bond-funded asset preservation funds, which no longer require a matching contribution.

RECOMMENDATION:
President Koffi C. Akakpo recommends that the Board of Regents approve the Campus Walkways and Miscellaneous Repairs.

MOTION:
Approve the Campus Walkways and Miscellaneous Repairs.

ACTION ITEM 5A(v)

ACTION ITEM:
Approval of the Hunter Hall Renovation Project

FACTS:
Hunter Hall was constructed in the 1960s as a residence hall. Part of the building was recently renovated for office and research space. The remaining two floors will now be renovated for residential use. This project includes:

- A new roof
- New windows for the entire building
- Renovation of all residence rooms
- Upgrades to the mechanical, electrical, and plumbing systems throughout the building

BUDGETARY IMPLICATIONS:

- The design budget for this project is $750,000.
- Funding will come from the University's 2022–2024 state bond-funded asset preservation funds, which include $652,173.91 in state bond funds and $97,826.09 in matching University funds.

RECOMMENDATION:
President Koffi C. Akakpo recommends that the Board of Regents approve the Hunter Hall Renovation Project.

MOTION:
Approve the Hunter Hall Renovation Project.

ACTION ITEM 5A(vi)

ACTION ITEM:
Approval of the Academic Services Building (ASB) Roof and Windows Project

FACTS:

- The Academic Services Building (ASB) has a roof that has exceeded its useful life, as well as windows and window seals that are failing.
- These issues have caused water infiltration in multiple areas of the building.
- This project will:
  - Replace the roof
  - Replace windows where necessary
  - Completely seal all windows
- Approximately $500,000 remains in the Roof Repair and Replacement Pool authorized during the 2020 legislative session, and it will be used to fund this project.
- Construction is planned to begin in early 2025.

BUDGETARY IMPLICATIONS:

- The current budget for this project is $1,500,000.
- Additional funding will come from the University's 2024–2026 state bond-funded asset preservation funds, which no longer require a matching contribution.

RECOMMENDATION:
President Koffi C. Akakpo recommends that the Board of Regents approve the ASB Roof and Windows Project.

MOTION:
Approve the ASB Roof and Windows Project.

ACTION ITEM 5B(i)

ACTION ITEM:
Approval to Sell or Dispose of Surplus University Buses

FACTS:
The University has determined that three of its buses have reached the end of their useful lives. The University is therefore seeking approval to dispose or sell these vehicles pursuant to KRS 164A.575(8).

The buses will be sold via an online auction website (such as GovDeals).

BUDGETARY IMPLICATIONS:
Approval of this action will result in a reduction to the University's annual insurance premium costs, as well as annual repair and maintenance costs.

RECOMMENDATION:
President Koffi C. Akakpo recommends that the Board of Regents approve the sell or disposal of the surplus buses.

MOTION:
Approve the sell or disposal of the surplus buses.

BOARD OF REGENTS

ORDER

Pursuant to the requirements of KRS 164A.575(8), the Board of Regents of Kentucky State University hereby authorizes the disposal or sale of the University's surplus buses in the manner reviewed and approved by the Board at its January 31, 2025, meeting.

So ORDERED on this 31st day of January, 2025.

____

Chair, Board of Regents
Kentucky State University

CERTIFIED TRUE COPY OF THE BOARD ORDER PASSED AT THE MEETING OF THE BOARD OF REGENTS OF KENTUCKY STATE UNIVERSITY, WHICH WAS HELD AT 400 EAST MAIN STREET, FRANKFORT, KY 40601 ON JANUARY 31, 2025.

ACTION ITEM 5B(ii)

ACTION ITEM:
Approval to Increase Per Diem Rates

FACTS:
The University's current per diem rates are $50 for high-rate areas and $38 for low-rate areas. These are both below the rates for agencies of the Commonwealth of Kentucky and other public universities within the Commonwealth. Therefore, the University is requesting to increase its per diem rates so that they are in line with those of the Commonwealth of Kentucky.

BUDGETARY IMPLICATIONS:
If the University adopts the per diem rates of the Commonwealth of Kentucky, the per diem rate for high-cost areas will be $60, and the per diem rate for low-cost areas will be $50.

RECOMMENDATION:
President Koffi C. Akakpo recommends that the Board of Regents approve the new per diem rates.

MOTION:
Approve the new per diem rates.

ACTION ITEM 5B(iii)

ACTION ITEM:
Approval of Protiviti Contract Expenditures

FACTS:
The University's contract with Protiviti Government Solutions terminated on December 31, 2024. Due to a continued need for audit support services, the University aims to enter into a new contract with Protiviti and extend the firm's services through April 15, 2025.

BUDGETARY IMPLICATIONS:
The anticipated total cost of the contract is $270,300.

Protiviti will provide up to five consultants, and their hourly rates will fall between $113.99 and $352.92.

RECOMMENDATION:
President Koffi C. Akakpo recommends that the Board of Regents approve the Protiviti contract expenditures.

MOTION:
Approve the Protiviti contract expenditures.

ACTION ITEM 5B(iv)

ACTION ITEM:
Approval of Peoplelink Contract Expenditures

FACTS:
Peoplelink, LLC provides temporary labor services for the University. The temporary workforce provides labor to supplement the University's housekeeping and groundskeeping departments. The University currently has three full-time groundskeepers and three full-time housekeeping employees.

BUDGETARY IMPLICATIONS:

- The University does not anticipate the contract's expenditures exceeding $800,000.
- $200,000 in expenses have already been incurred.

RECOMMENDATION:
President Koffi C. Akakpo recommends that the Board of Regents approve the Peoplelink contract expenditures.

MOTION:
Approve the Peoplelink contract expenditures.

ACTION ITEM 5C(i)

ACTION ITEM:
Approval of Pending Personnel Actions

FACTS:
New and existing E&G- and grant-funded personnel actions as of August 12, 2024, need to be approved.

BUDGETARY IMPLICATIONS:
Kentucky State University's Budget Office has approved all proposed positions and salary ranges.

RECOMMENDATION:
President Koffi C. Akakpo recommends that the Board of Regents approve the pending personnel actions.

MOTION:
Approve the pending personnel actions.

INFORMATION ITEM 5(C)(i)

INFORMATION ITEM:
Filled Positions

FACTS:
Several E&G- and Grant-funded positions have been filled since August 12, 2024.

A total of twenty-eight (28) E&G-funded positions have been filled, along with three (3) positions funded by Title III, eighteen (18) funded through grants, and twenty (20) funded through a combination of E&G, Title III, and grant funds.

BUDGETARY IMPLICATIONS:
Kentucky State University's Budget Office has approved all filled positions and salary ranges.

E & G Funded-Positions Vacancy Authorization

Position Title (E&G Funded)	Department	Annual Salary *	New/Existing
Institutional Research Coordinator	Institutional Research	$51,000-$61,000	New
On-Site Coordinator (1)	Center for Adult Learning	$47,500-$57,500	New
On-Site Coordinator (2)	Center for Adult Learning	$47,500-$57,500	New

E&G and TitleIII/Grant Funded-Positions Vacancy Authorization

Position Title (Grant Funded)	Department	Annual Salary *	New/Existing
Culture and Engagement Coordinator (Grant/E&G)	Human Resources	$45,000-$55,000	New
Assistant Director of Marketing (Grant/E&G)	Marketing	$65,000-$75,000	New
Director of Strategic Partnerships (Title III/E&G)	Academic Affairs	$60,000-$70,000	Existing
Controller (Grant/E&G)	Finance and Administration	$90,000-$100,000	Existing
Media Assistant - Sr Writer (Grant/E&G)	Marketing/Media	$55,000-$65000	New

Grant Funded-Positions Vacancy Authorization

Position Title (Grant Funded)	Department	Annual Salary *	New/Existing
Coordinator of Development Services and Stewardship	Institutional Advancement	$55,000-$65,000	New
Graduate Academic Advisor (Title III)	Graduate Studies	$45,000-$55,000	New
Assistant Director KYSU Online Bursar and Student Accounts	Online Education	$50,000-$60,000	New
Associate Professor Food Science and Food Technology	College of Agriculture, Health, and Natural Resources	$75,000-$85,000	New
Webmaster (Title III)	Information Technology	$60,000-$70,000	New
KYSU Online LMS Coordinator	Online Education	$52,000-$62,000	New
KYSU Online Budget Coordinator	Online Education	$50,000-$60,000	New
KYSU Online Program Management Specialist	Online Education	$45,000-$55,000	New
Evaluation Specialist for Program and Staff Development	College of Agriculture, Health, and Natural Resources	$55,000-$65,000	New
Greenhouse Manager	College of Agriculture, Health, and Natural Resources	$40,000-$50,000	Existing
Associate Director Research, Development and Partnerships	College of Business, Engineering and Technology	$53,000-$63,000	New
Director for Research and Economic Development	College of Agriculture, Health, and Natural Resources	$65,000-$75,000	New
Vice Provost Research Administration, Innovation and Sponsored Programs	Grants and Sponsored Programs	$125,000-$135,000	New
Sr. Grant Research Development Specialist	Grants and Sponsored Programs	$62,000-$72,000	New

E & G Funded-Positions Vacancy Authorization

Position Title (E&G Funded)	Department	Annual Salary *	New/Existing
Institutional Research Coordinator	Institutional Research	$51,000-$61,000	New
On-Site Coordinator (1)	Center for Adult Learning	$47,500-$57,500	New
On-Site Coordinator (2)	Center for Adult Learning	$47,500-$57,500	New

E&G and TitleIII/Grant Funded-Positions Vacancy Authorization

Position Title (Grant Funded)	Department	Annual Salary *	New/Existing
Culture and Engagement Coordinator (Grant/E&G)	Human Resources	$45,000-$55,000	New
Assistant Director of Marketing (Grant/E&G)	Marketing	$65,000-$75,000	New
Director of Strategic Partnerships (Title III/E&G)	Academic Affairs	$60,000-$70,000	Existing
Controller (Grant/E&G)	Finance and Administration	$90,000-$100,000	Existing
Media Assistant - Sr Writer (Grant/E&G)	Marketing/Media	$55,000-$65000	New

Grant Funded-Positions Vacancy Authorization

Position Title (Grant Funded)	Department	Annual Salary *	New/Existing
Coordinator of Development Services and Stewardship	Institutional Advancement	$55,000-$65,000	New
Graduate Academic Advisor (Title III)	Graduate Studies	$45,000-$55,000	New
Assistant Director KYSU Online Bursar and Student Accounts	Online Education	$50,000-$60,000	New
Associate Professor Food Science and Food Technology	College of Agriculture, Health, and Natural Resources	$75,000-$85,000	New
Webmaster (Title III)	Information Technology	$60,000-$70,000	New
KYSU Online LMS Coordinator	Online Education	$52,000-$62,000	New
KYSU Online Budget Coordinator	Online Education	$50,000-$60,000	New
KYSU Online Program Management Specialist	Online Education	$45,000-$55,000	New
Evaluation Specialist for Program and Staff Development	College of Agriculture, Health, and Natural Resources	$55,000-$65,000	New
Greenhouse Manager	College of Agriculture, Health, and Natural Resources	$40,000-$50,000	Existing
Associate Director Research, Development and Partnerships	College of Business, Engineering and Technology	$53,000-$63,000	New
Director for Research and Economic Development	College of Agriculture, Health, and Natural Resources	$65,000-$75,000	New
Vice Provost Research Administration, Innovation and Sponsored Programs	Grants and Sponsored Programs	$125,000-$135,000	New
Sr. Grant Research Development Specialist	Grants and Sponsored Programs	$62,000-$72,000	New

KENTUCKY STATE UNIVERSITY

Office of Human Resources

January 31, 2025

Overview

- Who's Who in HR and Payroll
- HR By The Numbers
- Recruiting Strategies
- Employee Appreciation Program
- Upcoming Activities
- Position Vacancies

Meet the Team

HUMAN RESOURCES

KENDRA HERVE

Director of HR

Kendra.Herve@kysu.edu

KATIE ROSENBACH

Senior HR Generalist

Kathryn.Rosenbach@kysu.edu

STEPHANIE CARPENTER

HR Generalist

Stephanie.Carpenter1@kysu.ed
u

JENNIFER HICKS

HR Administrative Assistant

Jennifer.Hicks@kysu.edu

SHANISE EDWARDS

Culture & Engagement Coordinator

Shanise.Edwards@kysu.edu

KENTUCKY STATE
UNIVERSITY

Meet the Team

Payroll

KENDRA HERVE

Acting Payroll Manger

Kendra.Herve@kysu.edu

RIONA REED

PAYROLL SPECIALIST

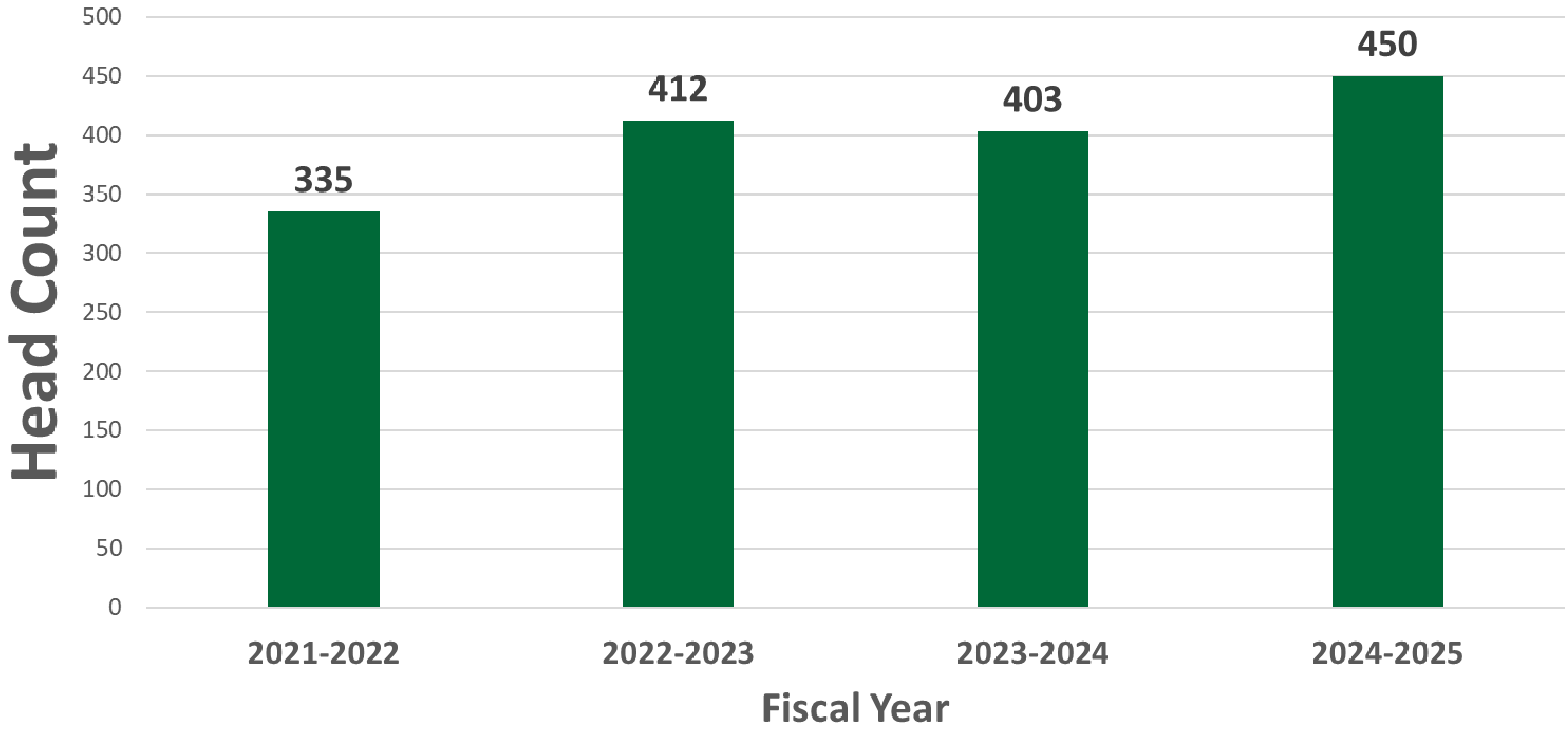
Riona.Reed1@kysu.edu

KENTUCKY STATE
UNIVERSITY

HR by the Numbers

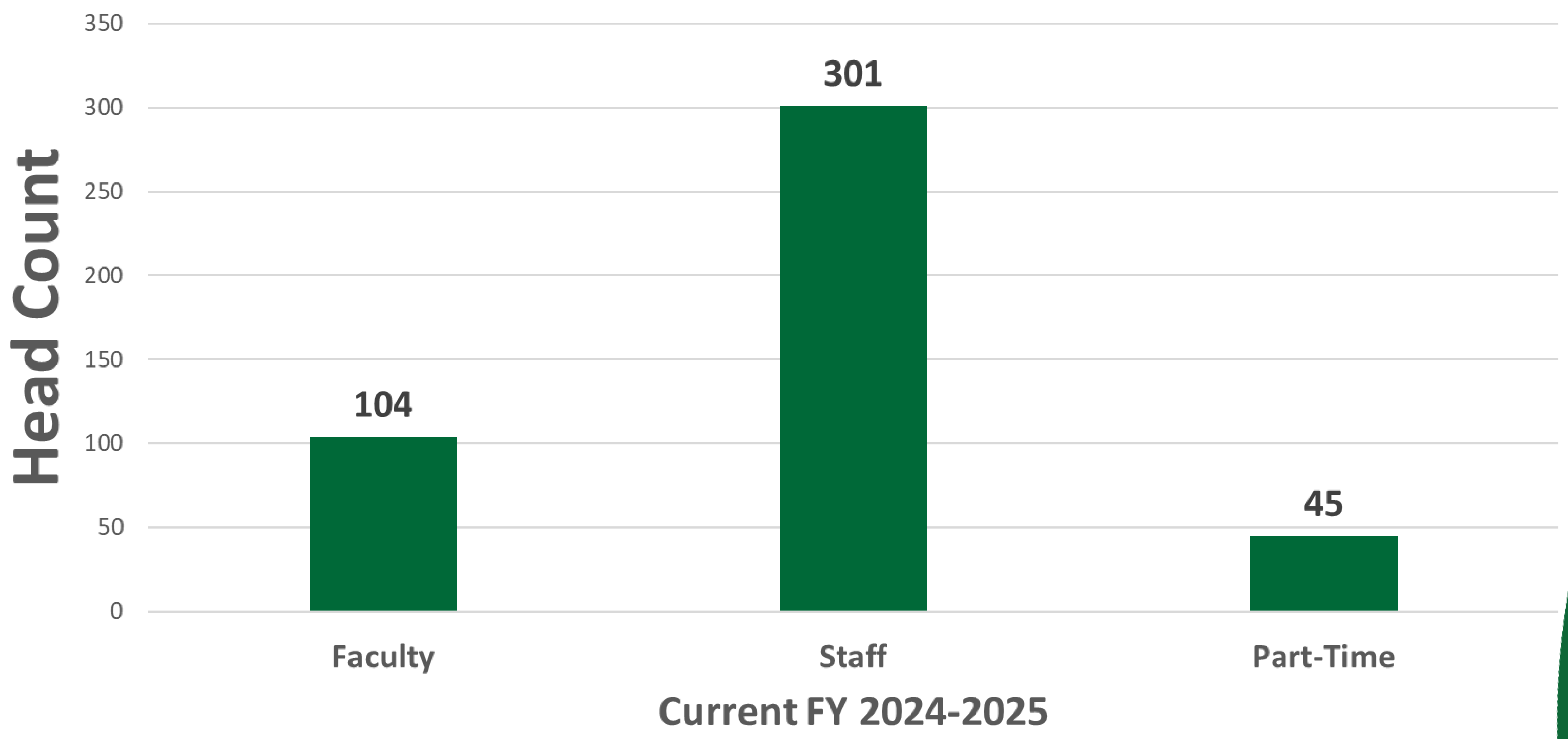
KENTUCKY STATE
UNIVERSITY

Employee Head Count

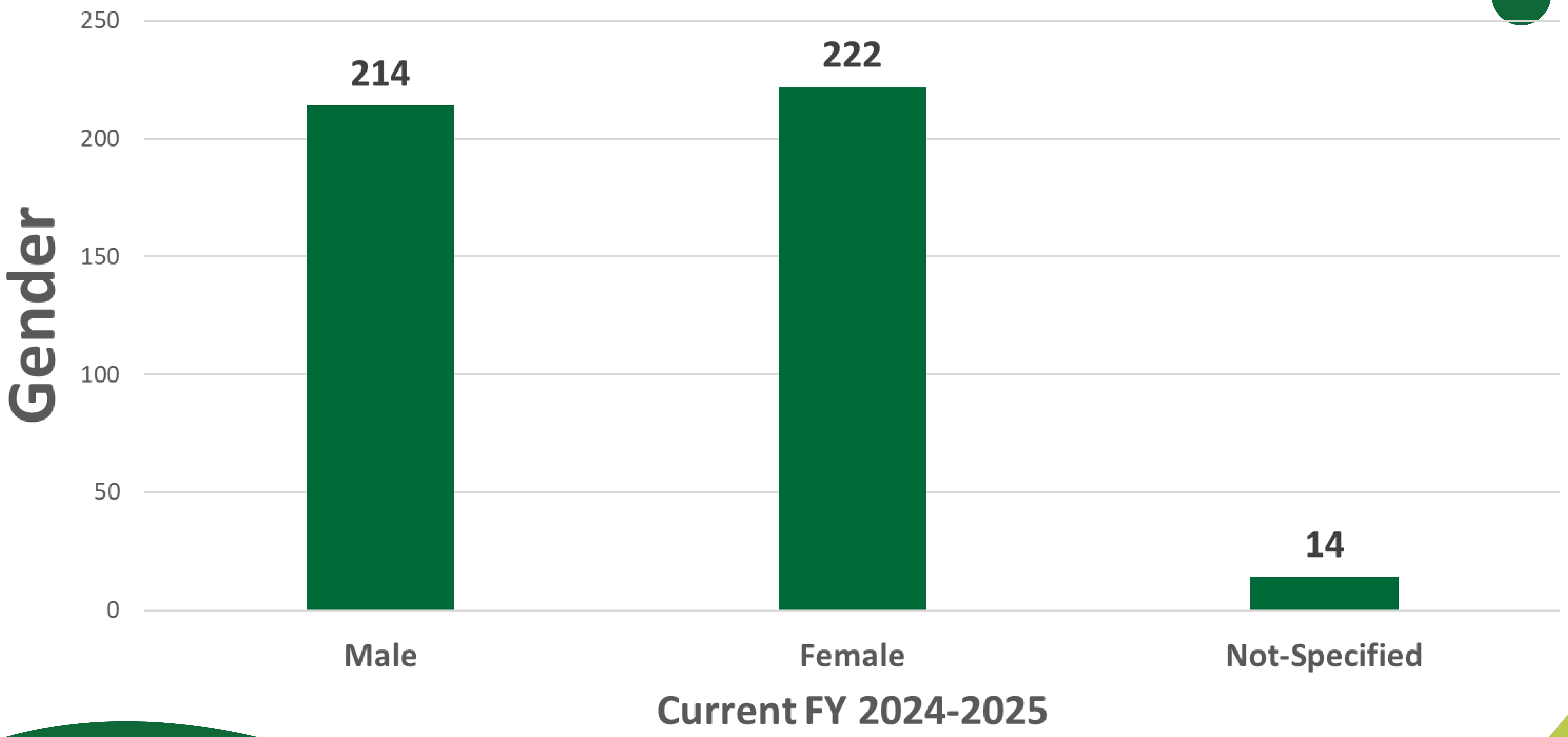


- Includes Full-time and Part-time employees
- Does not include students or adjunct professors

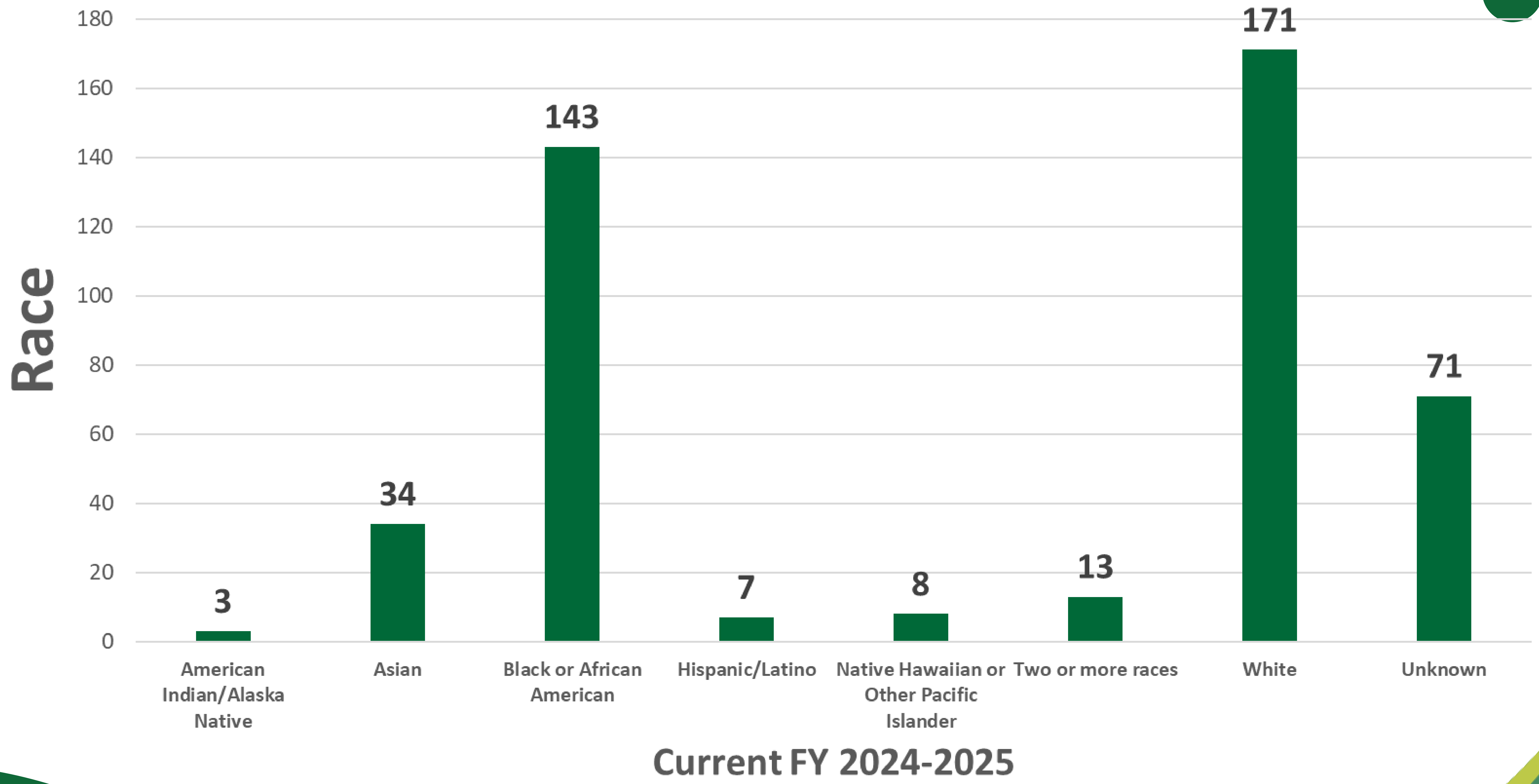
Head Count Breakdown



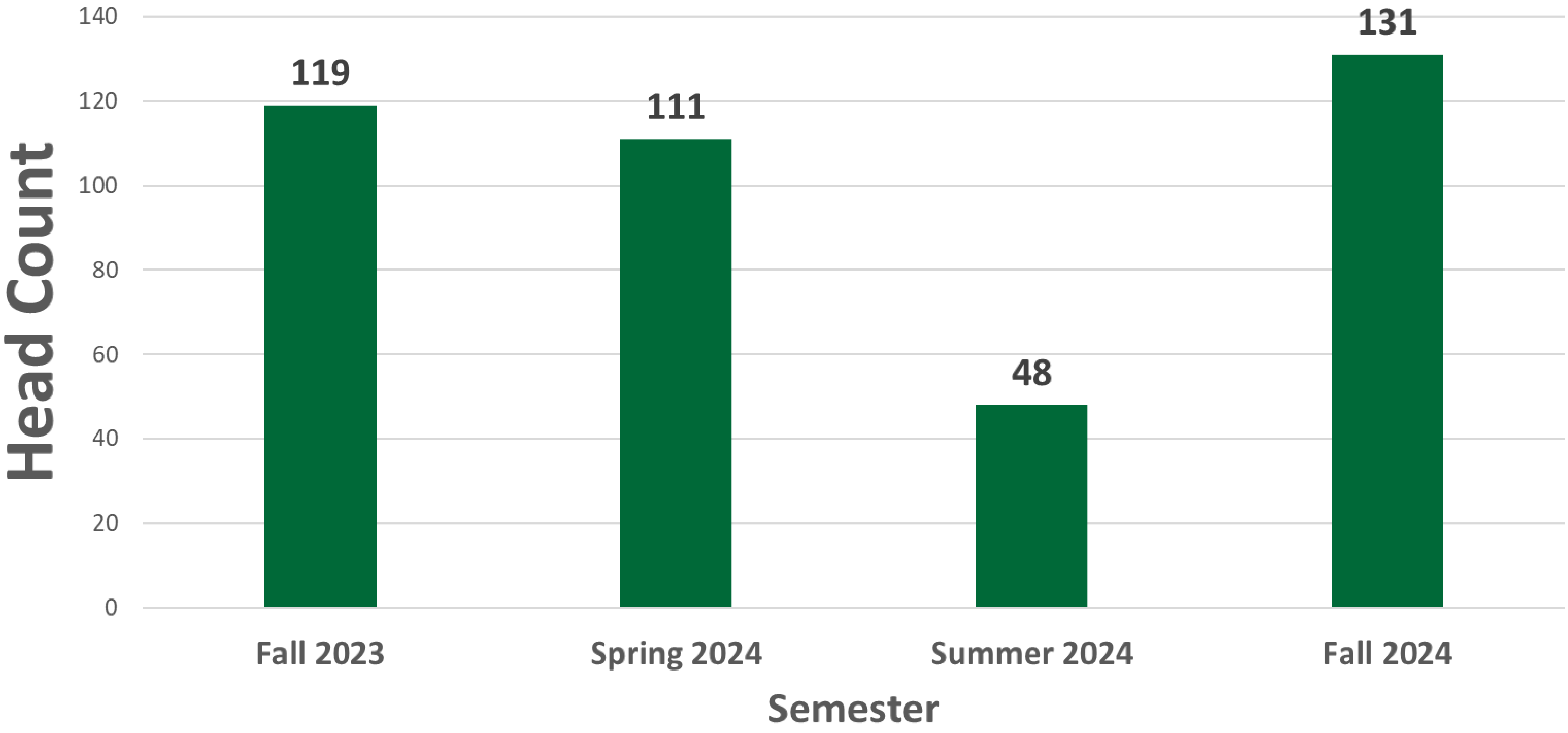
Employee Demographics



Employee Demographics

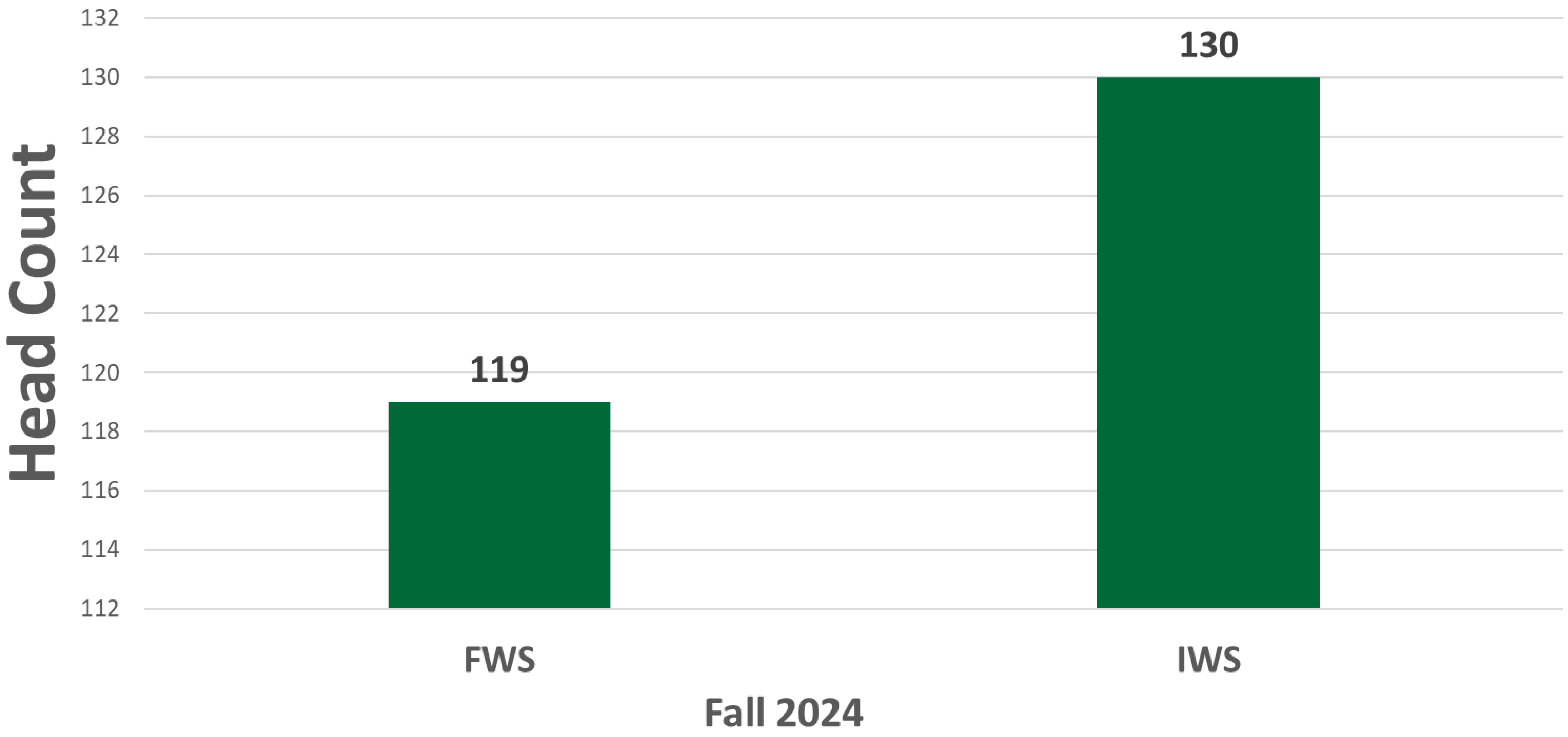


Overloads, Adjunct Faculty & Dual Credit



- **Overload: 40, 25, 23, 28**
- **Adjunct Faculty: 67, 70, 20, 101**
- **Dual Credit: 12, 16, 5, 30**

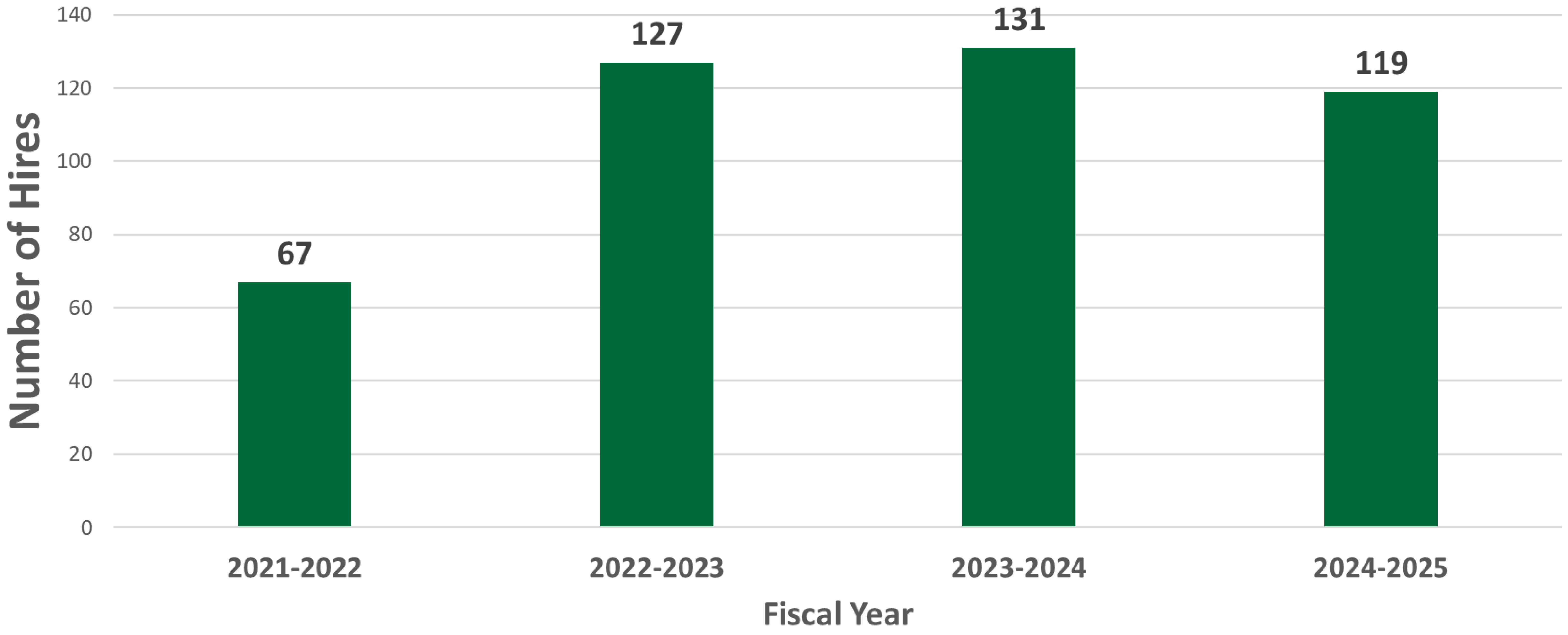
Student Employment



Federal Work Study (FWS) & Institutional Work Study (IWS)

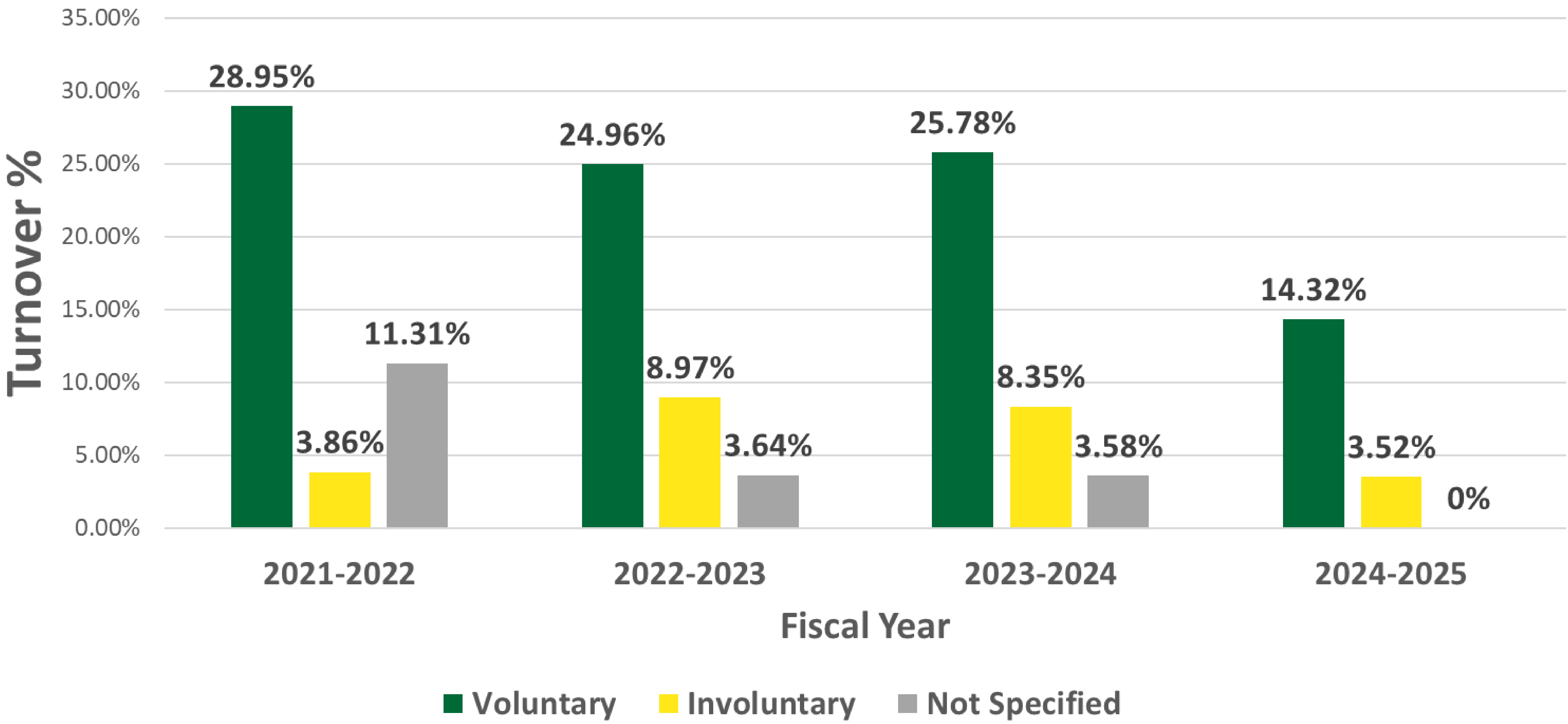
Total Student Employment for Fall 2024: **249**

Number of Employees Hired



- Includes Full-time and Part-time employees
- Does not include students or adjunct professors

Turnover Rate



- For Actual Turnover Rate: (Total Terminated Employees / Average Headcount)*100.

Recruiting Strategies

What KSU has to Offer

KENTUCKY STATE
UNIVERSITY

Recruiting Sites

- KSU Website
- Indeed
- LinkedIn
- Higher Ed
- Other Discipline or Industry Sites

Employee Benefits

Insurance Plans

Retirement Plans

Voluntary Retirement Plans

Thorobred Perks

- [Holiday Schedule]()
- **Spin the Birthday Wheel**
- **KSU Exum Gym Access**
  - **Gym Access**: Monday - Friday
    - 8:00am-9:00pm
  - **Zumba Classes**: Tuesday & Thursday
    - 6:00pm
- **LifeMart Discounts (via ADP)**

  Exclusive savings on a wide range of products and services.

Tuition Waiver

Full-Time Employees

- **Spouse**
- **Dependent Children**
  (Up to age 26)

NOTE: Applied to one individual or split between multiple eligible individuals, with a combined total not exceeding 6 credit hours.

Employee Appreciation Program

December 12, 2024

KENTUCKY STATE UNIVERSITY

2024 Employee Appreciation Program

Years Of Service

- 5 - 24 Years
- 25+ Years

KSU Retirees

- Supervisors created a video and presented certificates of appreciation to retirees

Thorobred of The Year

- Jameelah Means

The Fulvia Longstreet Award of Excellence

- Ms. Fulvia Longstreet: 56 years of service

2024 Employee Appreciation Program

Faculty of the Year Awardees

College of Business, Engineering, and Technology

- Dr. Jyotica Batra and Dr. Bruce Griffis

College of Arts and Sciences

- Dr. Stashia Emanuel and Dr. Frederick Williams

College of Agriculture, Health, and Natural Resources

- Dr. Maheteme Gebremedhin and Dr. Andrew Ray

Honors Collegium

- Dr. Deanna MaGaughey-Summers

2024 Employee Appreciation Program

Adjunct Faculty of the Year Awardees

College of Business, Engineering, and Technology

- Kristel D. Smith

College of Arts and Sciences

- Marlene Browning

College of Agriculture, Health, and Natural Resources

- Beth Gamble

2024 Employee Appreciation Program

Upcoming Activities

KENTUCKY STATE
UNIVERSITY

Annual Performance Evaluations

- **Evaluation Period:** January 1, 2024 - December 31, 2024
- **Goal:** Release in February 2025
- **Complete by**: April 2025

Professional Development & Training

- Implicit Bias
- Hiring/Onboarding Process
- LGBTQ+ & Allyship
- Effective Ways to Communicate
- American Disability Act (ADA)
- Discrimination, Harassment, and Sexual Misconduct
- HR Policies

Training Dates TBA

Position Vacancies & Filled Positions

KENTUCKY STATE
UNIVERSITY

Thank You

KENTUCKY STATE
UNIVERSITY

ACTION ITEM 5D(i)

ACTION ITEM:
Approval of Leap Evaluation Consulting Contract Expenditures

FACTS:
- In the summer of 2024, KSU was awarded its largest standalone grant of $7,000,000 by the National Science Foundation.
- Pursuant to that grant, KSU will conduct a project titled "Driving AgTech Research and Education in Kentucky (DARE KY)."
- An independent evaluator will need to perform an assessment of the project.
- Leap Evaluation Consulting, LLC will track ongoing project activity and performance metrics, provide recommendations and feedback to project leads, and provide a comprehensive annual evaluation report.
- The contract will be effective from February 2025 through September 2028.

BUDGETARY IMPLICATIONS:

- KSU will pay Leap Evaluation Consulting a total of $259,255, or $64,813.75 per year.
- This contract is entirely grant-funded.

RECOMMENDATION:
President Koffi C. Akakpo recommends that the Board of Regents approve the Leap Evaluation Consulting contract expenditures.

MOTION:
Approve the Leap Evaluation Consulting contract expenditures.

KENTUCKY STATE UNIVERSITY BOARD OF REGENTS
REGULAR MEETING

***** Meeting Was Conducted in Person and by Teleconference *****

Friday, December 6, 2024
10:00 a.m. EST

Board of Regents Room
Julian M. Carroll Academic Services Building, 2nd Floor
400 East Main Street
Frankfort, Kentucky 40601
(Primary Physical Location)

MINUTES
****

I. Call To Order

The Board's Chair, Regent Tammi Dukes, called the meeting to order at 10:07 a.m.

II. Roll Call

The Board's Secretary, Zachary Atwell, called the roll:

Regent Tammi Dukes, Chair	Present
Regent Michael Adams, Jr., Vice Chair	Present
Regent Edward Fields	Present
Regent Edward Hatchett, Esq.	Present
Regent Jason Moseley	Present
Regent Charles Moyer, PhD	Present
Regent Jonathan Rabinowitz, Esq.	Present
Regent Robert Ramsey, Sr.	Present
Regent Herman Walston, EdD	Present
Regent Aury Rios-Alcantara	Present

All Regents were in attendance and present at roll call. A quorum was therefore established.

III. Approval of the Agenda

Chair Dukes stated that the Board has been asked to consider an additional action item relating to the purchase of furniture for the School of Business. Because this was a regularly scheduled meeting, the agenda could be amended to include this item. Regent Moseley requested to also add an Athletics Committee report to the agenda.

MOTION by Regent Walston:
Move the Board to approve the amended agenda of the December 6, 2024, meeting of the Board of Regents.
Seconded by Regent Rabinowitz and passed without dissent.

IV. Consent Agenda

A. Minutes from Previous Board and Committee Meetings

i. August 8, 2024, Retreat Meeting
ii. August 9, 2024, Board Meeting
iii. August 9, 2024, Executive Committee Meeting
iv. September 12, 2024, Board Meeting
v. September 18, 2024, Academic Affairs Committee Meeting
vi. September 25, 2024, Athletics Committee Meeting
vii. September 26, 2024, Student Affairs Committee Meeting
viii. September 27, 2024, Finance & Audit Committee and Investment & Advancement Committee Joint Meeting
ix. September 30, 2024, Executive Committee Meeting
x. October 24, 2024, Board Meeting
xi. November 11, 2024, Board Meeting

Chair Dukes read each consent agenda item for the record and then called for a motion to approve the consent agenda.

MOTION by Regent Fields:
Move the Board to approve the consent agenda.
Seconded by Regent Rios-Alcantara and passed without dissent.

V. Information Items

A. University Senate Reports

Chair Dukes requested that all speakers limit their presentations to 3–5 minutes, with an additional three minutes allotted for questions as necessary.

i. Faculty Senate Report

Dr. Patrese Nesbitt, Faculty Senate President, discussed recent Faculty Senate activities relative to policies, new courses, student success information, and the updated Faculty Senate Canvas page. Dr. Nesbitt further noted that she has initiated a new Faculty Senate meeting time.

Chair Dukes asked whether the new courses were mandatory or elective.

Finally, Dr. Nesbitt discussed the status of the University-wide committees and steps underway to fill several committees, as well as a pending special elections date to select the Faculty Regent this spring.

Regent Rios-Alcantara queried what steps were being taken to ensure that students are getting the correct classes needed prior to graduation and what practices are being implemented to hold faculty accountable regarding timely communication with students. Regent Rios-Alcantara further inquired into the nature of the Student Success Committee and whether a student representative was included.

Regent Moseley sought clarification regarding exceptions to the University's policy that students are not allowed to walk across the stage at graduation without first satisfying all graduation requirements.

Chair Dukes thanked Dr. Nesbitt for her presentation.

ii. Staff Senate Report

This agenda item was presented by Mr. Delandual Conwell, Staff Senate President. The Staff Senate has encountered several challenges including the employee mentoring program. The cookbook is still on track though it has been delayed. Climate Survey outcomes should be available soon. The Staff Senate anticipates revising the employee handbook and implementing new policies. Mr. Conwell commended President Akakpo on the University holiday luncheon and award program, which was welcomed.

Chair Dukes thanked Mr. Conwell for his presentation.

iii. SGA Report

Regent Aury Rios-Alcantara, SGA President, presented this agenda item. An SGA Town Hall Meeting was held December 4, 2024, and Regent Rios-Alcantara summarized student concerns expressed during that meeting. She further reported a lack of clarity regarding the SGA budget. Finally, Regent Rios-Alcantara provided an update regarding upcoming projects and recent SGA activities to facilitate student engagement and communication, and to enhance campus safety and security.

Regent Adams inquired into the possibility of the SGA collaborating with fundraising partners to secure additional monies for the SGA budget and further asked where Regent Rios-Alcantara feels the ball is being dropped as to students not feeling that they are prioritized.

Regent Moseley sought further detail regarding the recent SGA Town Hall Meeting.

Chair Dukes thanked Regent Rios-Alcantara for her presentation.

B. Finance & Administration

These agenda items were presented by Ms. Vicki Dunaway, VP for Finance & Administration and CFO.

i. Audit Update
ii. Financial Update
iii. Report on President's Expenses and Travel

Ms. Dunaway began her presentation, titled "Budget Update," with a report detailing E&G Revenue and Expenses, including comparative prior year data.

Regent Walston inquired into the success of the work-study program and whether participating students were attracting other students who wish to work in order to pay their tuition bills.

Regent Moyer asked as to the tuition and collection fees side and why this year's collections are lower than those of this time last year.

Next, Ms. Dunaway presented an E&G operating expense summary and stated that forecasting for the remainder of FY25 will be presented in January.

Chair Dukes inquired into accountability measures in place for employees who repeatedly violate the University's purchasing and accounting policies and procedures and whether onboard training is being utilized to minimize this type of activity.

Regent Walston and Chair Dukes posed questions regarding the Sodexo contract and dining service expenditures.

Moving forward, Ms. Dunaway presented Auxiliary Operations Revenues and Expenses/Transfers by Natural Classification, including comparative prior year data and contracted services expenses.

Chair Dukes requested further information regarding the fringe benefit rate relative to the E&G budget and sought clarification regarding specific operating expenses.

Ms. Dunaway also reported the current available cash balance and invited President Akakpo to discuss the CPE reserve balances. President Akakpo requested that moving forward, the terms "restricted balance" be used instead of "reserve balance" as the fund is already obligated and "reserve balance" could be misleading.

Regent Moyer queried how the current available cash balance compared with that of the same time last year and sought clarification regarding grant drawdowns.

Regent Fields also inquired into drawing down grants and how they are classified in the cash balance report.

Regent Moyer sought the time frame between drawdown and reimbursement.

Regent Walston queried whether the University's financial reports, such as the Federal report, were being timely submitted.

Next, Ms. Dunaway presented the student accounts receivable report with comparative prior year data.

Regent Fields inquired whether the student accounts receivable report was for this semester only.

Chair Dukes asked whether the Registrar's Office or Financial Aid were aware whether a student was able to pay for the semester prior to allowing them to enroll in classes.

Regent Adams queried whether the SGA was involved in efforts to help address the issue of student accounts receivable and consequences for not paying one's bills to the University.

Chair Dukes inquired into the status of financial literacy classes for incoming students.

Ms. Dunaway then presented the President's Unit Expenses for July–October 2024 and stated that they would be presented monthly moving forward. Ms. Dunaway then opened the floor for questions.

Regent Walston posed a question regarding funding from indirect costs that come into the institution.

Ms. Dunaway concluded her presentation with an audit update, noting that CLA hopes to have the audit finished within the first few weeks of January; after that time, they will immediately begin the FY 24 audit.

Regent Moyer inquired into the timeliness of the FY 24 audit. President Akakpo responded that the FY 24 audit will not be completed by May 15.

Regent Hatchett queried as to the University's standing with SACS and its continued failure to meet their obligations.

Chair Dukes asked why the FY 23 audit is taking longer than FY 21 and FY 22, and why it has been so difficult to timely complete this audit. She further inquired into steps being taken to alleviate delays with the FY 24 audit.

Regent Moyer sought assurance that the FY 24 audit would be completed in a timelier manner and queried as to the extent that the FY 24 audit depends on the completion of the FY 23 audit.

Regent Hatchett asked Ms. Dunaway how many people are on her team and whether she continues to have vacancies. He also inquired as to the extent of YPTC's involvement.

Chair Dukes inquired whether the audit was being managed like a project, including timelines, targets, and task assignments. Ms. Dunaway responded affirmatively.

Regent Walston queried whether the individuals on Ms. Dunaway's team people were stabilized.

Regent Fields requested that the Audit Update be included in the Board Book moving forward.

Regent Hatchett echoed Regent Field's request and asked to receive reports (including financial reports and Board meeting minutes) well in advance of Board meetings. Regent Walston concurred and requested that Board Books be received well in advance of meetings too.

C. Strategic Plan

President Koffi Akakpo and Dr. Wendy Dixie, VP for Information Technology and Special Assistant to the President, presented this agenda item.

Dr. Dixie began the presentation "Strategic Plan—Vision 2028," and explained strategic priorities including affordable access, transformative engagements, equitable student success, and sustainable education resources, noting objectives and key performance indicators for each.

Regent Hatchett requested that a definition of terms be included in the strategic plan.

Chair Dukes thanked Dr. Dixie and President Akakpo for the presentation.

D. Update on Paul G. Blazer Library Renovation

VP Dixie and Dr. Michael Dailey, Provost, presented the library update.

Regent Rios-Alcantara asked when the library would be completed. Ms. Jennifer Linton, Director of Capital Planning & Facilities Management, responded.

VI. Action Item

A. Approval to Use USDA Facility Grant Funds to Renovate Betty White Building

This agenda item was presented by Ms. Jennifer Linton, Director of Capital Planning & Facilities Management.

Regent Walston asked whether non-land grant classes would be permitted to be taught in the Betty White Building if land grant funds were used for renovation.

Regent Rios-Alcantara inquired into the temporary relocation of classes normally held in the building until the renovation is completed.

MOTION by Regent Moyer:
Move the Board to approve the use of USDA facility grant funds to renovate the Betty White Building.
Seconded by Regent Walston and passed without dissent.

B. Approval to Purchase Furniture for the School of Business

This agenda item was presented by Ms. Fran Pinkston, Purchasing Director.

MOTION by Regent Moyer:
Move the Board to approve the purchase of furniture for the School of Business.
Seconded by Regent Rios-Alcantara and passed without dissent.

VII. Board Items

These agenda items were presented by Chair Dukes.

Before beginning the Board items, Regent Moseley requested to provide an update regarding the Athletics committee, which was granted. Regent Moseley stated that the new gym floor is complete, and the University is currently in the process of getting new basketball goals. Discussions are underway with the Frankfort Country Club regarding a partnership that would benefit the University in several aspects.

A. Approval to Combine Finance & Audit Committee and Investment & Advancement Committee

Chair Dukes explained the rationale behind, and the benefits of, combining these two committees, and then discussed the new committee's name (Finance & Advancement Committee) and charge.

Regent Ramsey queried whether the Chairs of the former committees would now co-chair the new committee. Chair Dukes responded affirmatively.

Regent Walston inquired into the current makeup of the Finance & Audit Committee and Investment & Advancement committees.

MOTION by Regent Fields
Move the Board to approve the combining of the Finance & Audit Committee and Investment & Advancement Committee.
Seconded by Regent Rios-Alcantara and passed without dissent.

B. Approval of 2025 Board Meeting Schedule

Prior to setting the schedule, Chair Dukes announced the committee member compositions for the calendar year 2025 as:

<u>Academic Affairs Committee:</u> Regent Walston (Chair), Regent Moyer (Co-Chair), Regent Hatchett, Regent Fields, Regent Rios-Alcantara

<u>Athletics Committee:</u> Regent Moseley (Chair), Regent Ramsey (Co-Chair), Regent Walston, Regent Fields, Regent Rios-Alcantara, Regent Rabinowitz

<u>Finance & Advancement Committee:</u> Regent Hatchett (Chair), Regent Moyer (Co-Chair), Regent Adams, Regent Rabinowitz, Regent Ramsey, Regent Dukes

<u>Student Affairs Committee:</u> Regent Fields (Chair), Regent Moseley (Co-Chair), Regent Ramsey, Regent Walston, Regent Rios-Alcantara, Regent Dukes

<u>Executive Committee:</u> Regent Dukes (Chair), Regent Adams (Co-Chair), Regent Walston, Regent Fields, Regent Moseley, Regent Hatchett, Regent Moyer

Next, the Board discussed Committee and Board meeting dates and set the following schedule:

<u>2025 Board meeting dates</u>: January 31, June 27, August 8, October 10, December 5

<u>2025 Committee meeting dates</u>: January 30, June 26, August 7, October 9, December 4

MOTION by Regent Moseley:
Move the Board to approve the 2025 Board Meeting Schedule.
Seconded by Regent Fields and passed without dissent.

C. Ethics Hotline Report

Chair Dukes stated that no reports have been received since the last update in August, so there is nothing new to report.

Regent Walston sought clarification as to the purpose of the ethics hotline.

Chair Dukes suggested that Regent Hatchett and Board Secretary and General Counsel Zachary Atwell be granted access to monitoring the hotline. Further, she suggested that summaries of the ethics hotline reports be provided at each Finance & Advancement Committee meeting.

Chair Dukes then called for a motion to approve the changes to the hotline system:

MOTION by Regent Moseley:
Move the Board to approve the changes to the hotline system.
Seconded by Regent Walston and passed without dissent.

D. Ratification of President Akakpo's One-Time Payment

MOTION by Regent Moseley:
Move the Board to ratify the one-time payment to President Akakpo.
Seconded by Regent Walston and passed without dissent.

VIII. Closed Session

A. Pending and Possible Litigation (KRS 61.810 (1)(c))

Next, the Board moved to closed session to discuss pending and possible litigation, pursuant to KRS 61.810 (1)(c).

MOTION by Regent Walston:
Move the Board to enter a closed session.
Seconded by Regent Moseley and passed without dissent.

IX. Closing Remarks

When the Board returned from closed session, Chair Dukes stated that no action had been taken and called for a motion to return to open session.

MOTION by Regent Fields:
Move the Board to return to open session.
Seconded by Regent Ramsey and passed without dissent.

X. Adjournment

As she closed the meeting, Chair Dukes formally welcomed Regent Rabinowitz. Next, she read a resolution of appreciation for former Regent Dr. Ernie Fletcher, then called for a motion to for the Board to approve the Resolution:

MOTION by Regent Fields:
Move the Board to approve the Resolution of Appreciation for Dr. Fletcher.
Seconded by Regent Rios- Alcantara and passed without dissent.

MOTION by Regent Fields:
Move the Board to adjourn.
Seconded by Regent Ramsey and passed without dissent.

The meeting was adjourned at 1:48 p.m.

Submitted by:

Zachary Atwell, Secretary Board of Regents Kentucky State University	Regent Tammi Dukes, Chair Board of Regents Kentucky State University

ACTION ITEM 5E(ii)

ACTION ITEM:
Approval of Updated Bylaws

FACTS:
The Board of Regents' Bylaws, referred to as *The Gold Book*, have been amended several times since December 2023. While each change has been approved by the Board through a majority vote, the Board has not approved the updated Bylaws as a whole. Therefore, to enable more accurate recordkeeping, the University requests that the Board approve the updated Bylaws.

The University is also requesting the Board to increase the President's expenditure authority. Currently, the President is authorized to expend up to $250,000 without the Board's prior approval. To streamline operations and to reduce the need for special Board meetings, the University is respectfully requesting that the President's expenditure authority be raised to $1,000,000 per transaction or engagement. This authority is in line with that of other university presidents. Moreover, the President will still have a duty to report expenditures greater than $100,000 on a quarterly basis.

BUDGETARY IMPLICATIONS:
Not applicable.

RECOMMENDATION:
President Koffi C. Akakpo recommends that the Board of Regents approve the updated Bylaws.

MOTION:
Approve the updated Bylaws.

THE GOLD BOOK

Bylaws of the

KENTUCKY STATE UNIVERSITY

BOARD OF REGENTS

January 31, 2025

THE GOLD BOOK

Bylaws of the

KENTUCKY STATE UNIVERSITY

BOARD OF REGENTS

ARTICLE I

Declaration

Section 1.1: The governance of Kentucky State University is vested in the Board of Regents of Kentucky State University. The Board, in conformity with the laws and Constitution of the Commonwealth of Kentucky, shall have exclusive jurisdiction, power, and authority with regard to the supervision, management, and control of Kentucky State University; shall be the final authority in all matters pertaining to the University; and shall exercise control over the University's policies and its relations with federal, state, and local governments.

Section 1.2: The Board of Regents of Kentucky State University is a constituted entity of the Commonwealth of Kentucky. KRS 164.310 and KRS 164.321.

Section 1.3: The Board shall constitute a body corporate, with all the usual corporate powers, and with all immunities, rights, privileges, and franchises usually accorded to the governing bodies of educational institutions.

ARTICLE II

Powers and Duties

Section 2.1: The Board of Regents, in governing the affairs of Kentucky State University, shall:

(a) Appoint the President of the University, who shall serve at the pleasure of the Board according to such terms as may be mutually agreeable to the Board and the President;

(b) Review and evaluate, on an annual basis, the performance of the President of the University according to the general and specific procedures, processes, and objectives approved by the President and the Board as presented at the outset of each academic year;

(c) Engage outside advisors and counsel, in its discretion, to assist it in carrying out its duties, including, but not limited to, the evaluation of the President;

(d) Approve the employment of faculty members at the administrative level, and staff employees at the vice-presidential level and above, and fix their compensation and tenure of service upon the recommendation of the President and prior to any offer of employment, except that the President may conditionally appoint such persons for a ninety-day period;

(e) Approve all administrative employment contracts offered to University employees prior to execution by the parties;

(f) Approve salary and benefit ranges for all University personnel;

(g) Approve the creation and abolition of employment positions;

(h) Approve the University's annual budget and approve any material changes to it;

(i) Approve tuition, fees, and other charges;

(j) Approve all loans, borrowing, and issuances of bonds;

(k) Approve, after consultation with the President, any administrative structure and plan of organization needed for the successful conduct of the University;

(l) Act as a policymaking body by approving the University's policies of governance and operations in areas including, but not limited to, human resources, information technology, public relations, and development;

(m) Entrust the internal administration of the University to the President in accordance with the duly established governing Board policies and administrative regulations;

(n) Grant diplomas and confer degrees upon the recommendation of the President and faculty;

(o) Periodically evaluate the University's progress in implementing its mission, goals, and objectives according to its strategic agenda, and hold University officers and officials accountable for the status of the University's progress;

(p) Promulgate state financial management administrative regulations in accordance with KRS 164A.560 and delegate the responsibilities for these functions to the President of the University. These financial management functions include purchasing and the acquiring, receiving, depositing, collecting, retaining, investing, disbursing, and accounting of all funds received or due from any source;

(q) Approve any appropriation, expenditure, disbursement, or contract exceeding $1,000,000 in a single fiscal year, notwithstanding the provisions of KRS 164A.560 and 745 KAR 1:035;

(r) Approve the Constitution and bylaws of the Faculty Senate, the Staff Senate, and the Student Government Association, except when they are in conflict with these Bylaws or with governing Board policies;

(s) Periodically review and approve the University's vision, mission, and proposed long-range strategic plans;

(t) Commit to, and abide by, the major responsibilities of this governing Board, as set out in these Bylaws and the Kentucky Revised Statutes, including:

1. Defining, clarifying, and approving the

University's vision, mission, and long-range plans; and

2. Regularly evaluating the Board's responsibilities, expectations, and performance, as well as the performance of the President of the University.

(u) Accept the spirit of academic freedom and collegial governance as fundamental characteristics of University governance.

ARTICLE III

Internal Governance

Section 3.1: The Chair of the Board speaks on behalf of the Board. No other Board member has this prerogative and responsibility unless designated by the Chair.

Section 3.2: The Chair presents the Board's positions, interest, policies, plans, and decisions to the public, the media, and public officials.

Section 3.3: The Board's authority and influence stem from its official standing as a full Board with all of its assigned duties and responsibilities. No individual member, other than the Chair, has the authority to speak for the Board, notwithstanding the provisions set forth in Section 3.1. No individual member has the authority to take actions or make commitments on behalf of the Board. Only the collective Board has such authority.

Section 3.4: All substantive issues, proposals, resolutions, plans, information, data, and inquiries come to, and from, the Board through the President of the University.

Section 3.5: Board members confronted with a University problem or concern shall report the matter to the President and the Chair. In the event the problem or concern relates to the Chair, the matter shall be reported to the Vice Chair of the Board. The Chair or Vice Chair will direct whatever action is deemed necessary in consultation with the President, if necessary, or the University's internal or external legal counsel. The Chair of the appropriate Board Committee will also be involved in the process. Under no circumstances shall a Board member individually address any such situation.

Section 3.6: Board members shall not attempt to persuade, direct, coerce, threaten, or influence a University employee's position or practice.

Section 3.7: Whenever feasible, and as scheduling permits, Board members should make every effort to attend special events and activities that promote the University.

Section 3.8: At its annual retreat, the Board shall develop goals and objectives for the upcoming year and evaluate its performance from the previous year. Subject to full Board approval, the Executive Committee of the Board shall be responsible for determining the procedure by which such evaluations are to be conducted.

ARTICLE IV

Membership and Appointment

Section 4.1: As provided by state law, the Board of Regents of Kentucky State University shall consist of eleven members:

(a) Eight (8) members appointed by the Governor of Kentucky;

(b) One (1) faculty member elected by members of the faculty with academic ranks of instructor or above;

(c) One (1) nonteaching personnel (staff) member elected by members of the staff; and

(d) One (1) student member elected by the student body.

Section 4.2: The gubernatorial appointments may include one (1) graduate of the University who resides outside the Commonwealth. Not more than two (2) appointed members shall be residents of one (1) Kentucky county. The appointments shall reflect the proportional representation of the two (2) leading political parties of the Commonwealth based on the state's voter registration and the political affiliation of each appointee as of December 31 of the year preceding the date of his or her appointment. Membership on the Board shall not be incompatible with any state office. A change in residency after the date of appointment shall not affect a member's ability to serve, nor shall it prevent a member's eligibility for reappointment.

Section 4.3: Appointments to fill vacancies shall be made in the same manner and within the same timeframe as for regular appointments. The appointed member shall hold the position for only the unexpired portion of the term.

Section 4.4: The faculty member shall be a teaching or research member of the rank of assistant professor or above, but departmental chairs, deans, directors, vice provosts, and the provost are ineligible to serve as the faculty member. The faculty member shall be elected by secret ballot by all faculty members of the rank of instructor or above.

Section 4.5: The nonteaching personnel member, or staff member, may be any full-time member of the University's staff, excluding the President, vice presidents, academic deans, and the chairs of academic departments. The nonteaching personnel member shall represent all nonteaching University employees and shall be elected by secret ballot by all nonteaching employees.

Section 4.6: The student member shall be a full-time student and the president of the University's student body during the applicable academic year. The student member may be an out-of-state resident, if applicable.

Section 4.7: As a condition of their service, all persons serving on the Board shall be required to attend and complete an orientation program as prescribed by the Council on Postsecondary Education under KRS 164.020.

ARTICLE V

Term of Office of Board of Regents Members

Section 5.1: Each member of the Board shall serve for the term for which he or she is appointed and elected and until his or her successor is selected and qualified.

Section 5.2: The terms of the Governor-appointed members of the

Board shall be six (6) years and until their successors are appointed and qualified.

Section 5.3: The faculty member shall serve for a term of three (3) years and until his or her successor is elected and qualified. The faculty member shall be eligible for re-election, but he or she shall not be eligible to continue to serve as a member of the Board if he or she ceases being a member of the University's faculty. Elections to fill vacancies shall be for the unexpired term in the same manner as provided for the original election.

Section 5.4: The nonteaching personnel member, or staff member, shall serve for a term of three (3) years and until his or her successor is elected and qualified. The nonteaching personnel member shall be eligible for re-election, but he or she shall not be eligible to continue to serve as a member of the Board if he or she ceases being an employee of the University. Elections to fill vacancies shall be for the unexpired term in the same manner as provided for the original election.

Section 5.5: The student member shall serve for a term of one (1) year beginning on the first meeting of the applicable fiscal year. If the student member does not maintain his or her position as student body president or his or her status as a full-time student at any time during that academic year, a special election shall be held to select a full-time student member.

Section 5.6: Removal of Board Members

(a) Any Governor-appointed Board member may be removed by the Governor for cause, as prescribed in KRS 63.080(2), or to meet the proportional representation requirement, as prescribed in KRS 63.080(3).

(b) All appointed members of the Board may be removed for cause, as prescribed in KRS 63.080(4), if the Board is no longer functioning according to its statutory mandates as specified in the enabling statutes applicable to the Board, or if the Board's conduct as a whole constitutes malfeasance, misfeasance, incompetence, or gross neglect of duty, such that the conduct cannot be attributed to any single member or members.

(c) The inability of the Board to hold quarterly meetings; to elect a Chair annually; to establish a quorum; to adopt an annual budget; to set tuition rates; to conduct an annual evaluation of the President of the University; to carry out its primary function to periodically evaluate the University's progress in implementing its mission, goals, and objectives to conform to the strategic agenda; or to otherwise perform its duties under KRS 164.350 shall be cause for the Governor to remove all appointed members of the Board and replace the entire appointed membership pursuant to KRS 63.080(4).

ARTICLE VI

Meetings of the Board of Regents

Section 6.1: The Board of Regents shall hold a meeting within thirty (30) days after the appointment of each new member.

Section 6.2: The Board of Regents shall meet at least quarterly in regular session at the University, or at such other times and places as agreed upon according to a calendar adopted annually by the Board. The annual meeting calendar shall include the dates for the Board's annual retreat once those dates have been approved.

Section 6.3: The Chair of the Board shall call special meetings of the Board at the request of the President of the University or two (2) members of the Board. At such special meetings, the Board may transact any and all business that it may transact at a regular meeting except that the business to be transacted at a special meeting shall be specified in the notice of the meeting in accordance with Kentucky's Open Meetings Act.

Section 6.4: The Chair of the Board may call an emergency meeting pursuant to this provision of the Bylaws. For the purposes herein, "emergency" is defined as a situation which creates or has the potential to create a threat to the health, wellbeing, or safety of the University or the University community. Under emergency circumstances, the Chair shall make a reasonable effort to notify all members of the Board, media organizations that have filed a written request for notification, and the public of the emergency meeting as soon as practicable. At the beginning of an emergency meeting, the Chair shall briefly describe for the record the emergency circumstances preventing the Board's compliance with the notice provisions of the Open Meetings Act. These comments shall appear in the official minutes of the meeting. Discussions and actions at the emergency meeting shall be limited to the emergency for which the meeting was called.

Section 6.5: Board members are expected to attend all Board meetings and commencement ceremonies, and to participate in Board development activities. If a Board member is unable to physically attend a Board meeting, he or she may participate via any appropriate technology that allows the Board member to substantively participate in a manner consistent with the Open Meetings Act or other applicable laws.

Section 6.6: Members of the University community and members of the public are welcome to attend open meetings of the Board, but they may not address the Board or otherwise participate in meetings except if pursuant to a previously approved request for appearance to be heard in accordance with this provision. Persons desiring to be heard by the Board shall first submit a written request to the President of the University, detailing the subject matter and reason for requesting an audience with the Board. The President shall then inform the Board's Chair of the request. The Chair may then determine whether or not to permit the person to speak before the Board, but the Board shall be notified of all requests that are denied. The Board may also grant requests through a majority vote.

Section 6.7: The President of the University shall attend all meetings of the Board.

Section 6.8: A majority of the members of the Board shall constitute a quorum for the transaction of Board business.

Section 6.9: Meeting agendas of the Board shall be determined jointly by the President and the Board's Chair, with essential materials provided to Board members at least seven (7) days in advance for regular meetings, and as soon as practicable for special meetings.

Section 6.10: Upon the concurrence of the Board's Chair and the President, agenda items may be designated as consent agenda items in the agenda of a regular Board meeting. Consent agenda items shall be recommended for approval by a single vote by the Board without discussion of any individual items. Individual Board members shall have the right to remove any item from the consent agenda and place it on the agenda for separate consideration by the Board.

Section 6.11: All meetings shall be conducted in accordance with the principles of procedure prescribed in Robert's Rules of Order, as most recently amended.

ARTICLE VII

Officers of the Board of Regents

Section 7.1: The Board of Regents shall annually elect its Chair and Vice Chair during the first meeting of each fiscal year.

Section 7.2: The Board shall elect a Secretary, and the term of the Secretary shall be at the pleasure of the Board.

Section 7.3: The Board shall appoint a Treasurer, and the term of the Treasurer shall be at the pleasure of the Board. The Treasurer shall not be a member of the Board.

Section 7.4: The Board shall appoint any other officers as it deems necessary.

ARTICLE VIII

Duties of the Officers of the Board of Regents

Section 8.1: The Chair shall preside at the meetings of the Board and shall be responsible for the management and orderly conduct of the business of the Board. The Chair shall issue calls to convene the Board in regular and special meetings. He or she shall determine the date, time, and place of Board meetings.

Section 8.2: During the absence of the Chair, the Vice Chair shall perform the duties of the Chair.

Section 8.3: The Secretary shall keep and prepare all records, books, and papers belonging to the Board. In advance of a meeting, the Secretary shall prepare and submit to Board members an agenda of the business for discussion and decision by the Board. The Secretary shall record and keep on file accurate minutes and other documents of all Board deliberations and decisions. The Secretary shall submit the minutes of each Board meeting to members of the Board not more than thirty (30) days following approval of the minutes, and he or she shall ensure that the Board Chairperson signs all Board-approved minutes. The Secretary shall transmit all officially signed minutes to the University Archives. He or she shall also prepare, under the direction of the Board, all reports and estimates and execute all matters belonging to his or her office. The Secretary's compensation shall be fixed by the Board, if appropriate.

Section 8.4: The Treasurer shall be responsible for the management of the financial affairs of the Board and the University in accordance with accepted budgetary procedures and state law. He or she shall receive and disburse money under the control of the Board and perform all acts that pertain to his or her office under the direction of the Board. He or she shall also present at each regular meeting a statement of the financial statement of the University.

ARTICLE IX

Committees of the Board of Regents

Section 9.1: The standing committees of the Board of Regents shall be the Executive Committee, the Academic Affairs Committee, the Finance & Advancement Committee, the Athletics Committee, and the Student Affairs Committee. Members and Chairs of the standing committees shall be selected and appointed by the Chair of the Board. Other standing committees of the Board shall be determined by the Board, with members to be appointed by the Chair of the Board. Ad hoc committees may be created by the Chair of the Board, who shall also determine their memberships.

Section 9.2: Committees shall possess no delegated authority of the Board of Regents unless approved by a majority vote of the Board or as allowed under these Bylaws. Unless taken with delegated authority, all actions of each committee shall be considered recommendations to the Board and shall be subject to approval by the full Board.

Section 9.3: All Committee members shall serve for a term of one (1) year or until their successors have been duly selected and appointed by the Board's Chair. In the event of a vacancy on a committee, the successor member shall be selected by the Board's Chair and shall hold office for the remainder of the term of the member vacating the office.

Section 9.4: The Executive Committee shall be composed of the Chair and Vice Chair of the Board of Regents, the Chairs of the standing committees, and the previous Board Chair. The Chair of the Board of Regents shall serve as the Chair of the Executive Committee. The Executive Committee shall provide guidance to the President on matters that arise in the interim between regular meetings. The Executive Committee shall have the same powers as the Board of Regents during the interim between meetings of the Board, except that it may not elect or dismiss the President of the University, create a new position at the University, abolish an existing position, or approve and adopt the University's annual budget.

The Executive Committee shall:

(a) Serve as the President's Evaluation and Compensation Committee and shall present recommendations concerning the President's compensation to the Board for a full vote;

(b) Involve the entire Board in the President's evaluation process and shall use approved procedures for the evaluation of the President;

(c) Be responsible for the planning of the Board's annual retreat;

(d) Review, evaluate, and provide guidance on all matters related to the University's policies and procedures to enhance the quality, efficiency, and effectiveness of the Board of Regents and the University.

Prior to each Board meeting, the Executive Committee shall submit to the Board for ratification a complete record of all actions taken by the Executive Committee.

The President shall attend all meetings of the Executive Committee and shall serve as its administrative agent. The Secretary of the Board of Regents shall attend all meetings of the Executive Committee and shall serve as its Secretary.

Section 9.5: The Academic Affairs Committee shall be responsible for evaluating all recommendations affecting the academic and intellectual affairs of the University.

The President shall appoint a member of the University's administration to serve as the administrative agent to the Academic Affairs Committee.

Section 9.6: The Finance & Advancement Committee shall review, evaluate, and provide guidance on financial and administrative issues, including the biennial budget requests submitted to governmental agencies, the annual operating budget of the University for each fiscal year, and all other financial, administrative, and budgetary matters. The Committee shall also monitor the effectiveness of management's system of internal controls to prevent and detect fraud; ensure open communications among management, internal auditors, external auditors, and the Board; recommend to the Board the

University's external auditor; discuss the annual audit report and other external audit issues with auditors and appropriate staff members; present the annual financial audit to the full Board; and review the annual internal audit plan. Moreover, the Committee is charged with overseeing the University's Enterprise Risk Management System.

In addition to the above duties, the Finance & Advancement Committee shall also review, evaluate, and provide guidance on all matters related to investing, fundraising, development, which shall include leading the Board's fundraising efforts on behalf of the University.

The President shall appoint a member of the University's administration to serve as the administrative agent to the Committee.

Section 9.7: The Athletics Committee shall review all matters concerning the athletic department's annual budget and major expenditures, athletics fundraising, and construction or projects affecting the athletics department. The Committee shall also evaluate athletic facilities and make recommendations to the Board concerning their improvements. The Committee is also charged with oversight of the Athletics Advisory Council.

The President shall appoint a member of the University's administration to serve as the administrative agent to the Committee.

Section 9.8: The Student Affairs Committee shall review, evaluate, and provide guidance on matters related to student engagement and campus life.

The President shall appoint a member of the University's administration to serve as the administrative agent to the Committee.

ARTICLE X

The President of Kentucky State University

Section 10.1: The President of Kentucky State University reports to the Board of Regents and serves at its pleasure.

The powers and duties of the President include the following:

(a) To be the chief administrative and educational officer of the University and to perform such other powers as may be prescribed by the Board of Regents;

(b) To make and provide interpretation and implementation of Board policy, through the promulgation of administration regulations, for all aspects of the academic and other functions of the University, coordinating with whichever individuals, groups, or organizations that may be required;

(c) To recommend major policies and other major actions to the Board of Regents for its final action and to be the official medium of communication between the Board of Regents and the various segments of the University and their official bodies;

(d) To make final decisions concerning areas and duties for which he or she has received delegated responsibility from the Board of Regents; such actions are ordinarily taken after consultation with various concerned individuals, groups, or organizations;

(e) To enforce the policies, administrative regulations, and guidelines of the University;

(f) To recommend to the Board the employment of administrative faculty and vice-presidential level staff members;

(g) To employee all other non-administrative faculty and staff employees of the University, whose compensation shall fall within the approved University Classification and Compensation System;

(h) To recommend to the Board changes in the administrative structure and organization of the University, which shall enhance and align with the University's mission;

(i) To recommend to the Board faculty tenure and administrative promotion decisions;

(j) To prepare annual budgets after consultation with, and input from, the Board and others as appropriate, and to recommend to the Board all other budgets and any modifications of these budgets as needed;

(k) To appoint University-wide committees;

(l) To manage the University through officials that report to the Office of the President;

(m) To provide leadership in the development of academic instruction, research, and service programs by making initiatives to the Faculty Senate and to the faculties and planning committees of academic units concerning changes in curriculum or academic policies which are the responsibility of the faculty;

(n) To serve as an ex-officio member of all faculties and all faculty committees, to call and preside over the meeting of University faculty and such advisory groups as he or she chooses to appoint, and to call, at his or her direction, meetings of the faculties of the several colleges and schools of the University;

(o) To be responsible for all University functions relating to student affairs and the life of students at the University, as well as intramural and extramural or intercollegiate athletics;

(p) To be responsible for all aspects of the relations of the University with the community and for providing information about the activities of the University;

(q) To be responsible for public relations;

(r) To maintain continuing relations with governmental agencies at the city, county, state, and federal levels as required by the mission of the University;

(s) To be responsible for relations of the University with alumni;

(t) To be responsible for raising funds from the federal government, state and local public sources, corporations, private individuals, foundations, and other sources;

(u) To supervise programs for constant maintenance and improvement of their quality, for their effective service to students, for their adequacy of research, and for their accountability to the people of the Commonwealth, to students, and to grantors or donors;

(v) To be responsible for the University's role in construction and renovation, the maintenance of buildings and grounds, the acquisition of essential new facilities, equipment, and library materials, and the allocations and utilization of space;

(w) To prepare and submit to the Board a quarterly report of all expenditures, disbursements, and contracts exceeding $100,000 and an annual report that details all money received, how said money was spent, and the general condition of the University; and

(x) To delegate as appropriate the responsibility for carrying out any of the above functions.

ARTICLE XI

Indemnification, Legal Defense of Board Members, Conflicts of Interest, and Confidential Information

Section 11.1: It is the purpose of this article to provide that any member of the Board of Regents be afforded a legal defense and indemnification for any acts or actions taken in good faith and within the scope of his or her official duties while conducting official business of the University.

Section 11.2: A conflict of interest occurs when any Board member has existing or potential interests that compete or could compete with the interest of the University or any directly affiliated organization, or which impair or might reasonably impair a Board member's independent, unbiased judgment in the discharge of his or her Board-related responsibilities. Board members shall avoid entering into or maintaining any business or financial interests, transactions, acquisitions, or sales of property which are or may be in conflict with the interests of the University. Board members shall avoid any personal interest, direct or indirect, in any contract for the purchase of land, buildings, supplies, or services for the University. Board members shall not accept gifts or benefits from any person holding contracts for supplies or services to the University.

Section 11.3: Board members shall refrain from using, discussing, or disseminating confidential information obtained in his or her capacity as a Board member, or through Board discussions during closed sessions of meetings, in any manner and for any reason, including but not limited to, using such information with the intent to obtain financial gain for themselves or any other person or business for which they are associated.

Section 11.4: Whenever any conflict of interest appears to exist after taking the oath of office, a Board member shall immediately fully disclose that conflict to the

Executive Committee and to the President of the University. In no event shall such disclosure be delayed longer than seventy-two (72) hours prior to consideration of the matter by the Board.

ARTICLE XII

Amendments

Section 12.1: These Bylaws may be amended by the affirmative vote of a majority of the Board of Regents, provided that notice in writing of any proposed amendment is given to members at least seven (7) days prior to the meeting at which the amendment is to be discussed. The seven-day notice provision may be waived upon a majority vote by the Board.

HISTORY: Adopted March 3, 1983; Revised May 9, 1992; Revised November 16, 1992; Revised January 26, 1996; Revised January 24, 1997; Revised October 30, 1998; Revised February 5, 1999; Major Revision on October 24, 2003; Revised November 5, 2004; Major Revision on January 23, 2015; Revised December 5, 2019; Revised November 28, 2023; Revised January 31, 2025.