

STRONGER by DEGREES

Kentucky State
University



Institutional Progress Update

**Presentation to the Council on Postsecondary Education
by Raymond M. Burse**

November 12, 2015



INSTITUTIONAL PROFILE

Kentucky State University

July 1, 2014

“Let’s Get it Started”





INSTITUTIONAL PROFILE

Kentucky State University

June 2014 Expectation
KSU needs a few repairs



June 2014 Reality
KSU is in total disarray





INSTITUTIONAL PROFILE

Kentucky State University

2014-2015

TRANSFORMATION

Why at this time? Why now?

Graduation Rates	18% (2009 Cohort now 23%)
Retention Rates	44.3% (2013-14 to 2014-15)
Broken Processes	Can not collect money from enrolled students
Finance Structure	Structural imbalance



INSTITUTIONAL PROFILE

Kentucky State University





INSTITUTIONAL PROFILE

Kentucky State University

2014-2015

Hand to Hand combat ... brute force

Fighting wildfires Admissions, Registrar, Banner,
Facilities, Advising, University Bulletin

No time to change foundation and structure
Fixing as we go.





INSTITUTIONAL PROFILE

Kentucky State University

2014-2015

THE WALL STREET JOURNAL.

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<http://www.wsj.com/articles/the-watchdogs-of-college-education-rarely-bite-1434594602>

U.S. | EDUCATION

The Watchdogs of College Education Rarely Bite

Accreditors keep hundreds of schools with low graduation rates or high loan defaults alive



Rachel Williams dropped out of Kentucky State University after piling up about \$34,000 in federally backed loans. PHOTO: TAYLOR GLASCOCK FOR THE WALL STREET JOURNAL

By ANDREA FULLER and DOUGLAS BELKIN

June 17, 2015 10:30 p.m. ET

Most colleges can't keep their doors open without an accreditor's seal of approval, which is needed to get students access to federal loans and grants. But accreditors hardly ever kick out the worst-performing colleges and lack uniform standards for assessing graduation rates and loan defaults.

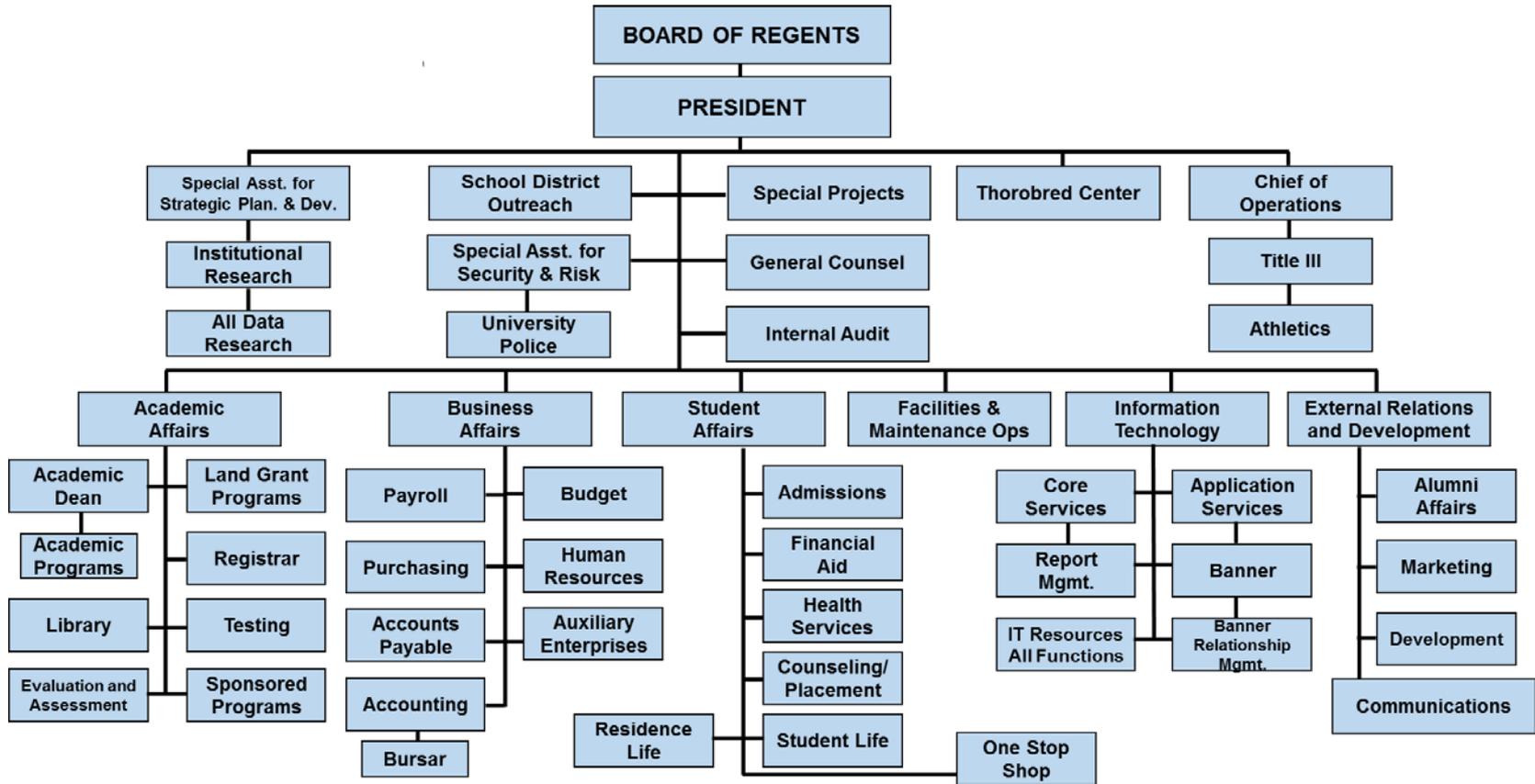




INSTITUTIONAL PROFILE

Kentucky State University

New Org Structure





INSTITUTIONAL PROFILE

Kentucky State University

- KSU is committed to transformation.
- “In All Things Excellence” is KSU’s new theme.
- Enrollment Fall 2015 – 1,586 (down 16% from 1,895 in Fall 2014) with all the students being engaged and financially viable.
- Retention rate for 2014-2015 – 60.2%. This is KSU’s highest rate in 10 years and is a 38% increase from the previous year.



INSTITUTIONAL PROFILE

Kentucky State University

- KSU is focusing to recruit service area students, and meet the needs of Kentucky businesses
- Hired an Academic and School District Outreach director to build new and strengthen existing community ties
- Hired Business and Community Outreach director to align with workforce development needs and further community involvement



INSTITUTIONAL PROFILE

Kentucky State University

- KSU restructured to provide a personalized student-centered advising model that delivers overall effectiveness
- Academic administration streamlined from multiple Deans of Colleges to a single Dean of the University
- KSU is actively recruiting top-notch and diverse faculty and department chairs to bolster quality and increase diversity
- KSU successfully transitioned to a SACSCOC Level V institution to offer Doctor of Nursing Practice (DNP)



INSTITUTIONAL PROFILE

Kentucky State University

- Re-invigorated the State Government Employee Programs
 - enhanced tuition incentives
 - surveyed participants to better align courses to needs
- KSU began enforcing minimum admissions requirements of 2.5 GPA and 18 ACT composite
- Aquaculture remains a premier rated national and international program
- Committed to restoring and enhancing Nursing, Teacher Ed, and Public Administration programs



INSTITUTIONAL PROFILE

Kentucky State University

KSU STRATEGIC PLAN 2020

March 2015

- Culture Change
- Data on Past Performance is Eye Opening
- Forming a Team
- Wearing the Big Hat
- Focusing on the Common Goal





INSTITUTIONAL PROFILE

Kentucky State University



KSU STRATEGIC PLAN 2020

April 2015

- Cross-function team formed with >20 faculty and staff enthusiasts
- Purposeful lag of CPE Strategic Plan for goal alignment

October 2015

- ✓ Mission – Embraces our heritage and learns from past
- ✓ Vision – Aligns with Community, State, Business and Global imperatives
- Institutional Effectiveness Model and Competitive Benchmarking are in-process



2011-15 STRATEGIC AGENDA

Four Focus Areas

**COLLEGE
READINESS**

**STUDENT
SUCCESS**

**RESEARCH,
ECONOMIC, &
COMMUNITY
DEVELOPMENT**

**EFFICIENCY
&
INNOVATION**



COLLEGE READINESS

Kentucky State University

Performance Metric	Baseline*	2010-11*	2011-12*	2012-13**	2013-14	Target	Progress: Baseline to Target	
New Teacher Excellence	4.4%	9.2%	8.4%	5.6%	<5%	--	--	--

* Percent of teaching program graduates scoring in the top 15 percent nationally on Praxis II Practice of Learning and Teaching (PLT) licensure exams.

** Change for 2012-13 data: Percent of teaching program graduates scoring in the top 25 percent nationally on Praxis II Practice of Learning and Teaching (PLT) licensure exams.

Icons do not represent a global evaluation of institutional status on an indicator; they indicate change from baseline to targeted value only. Targets set through negotiation between CPE and institution. For more information on metrics, including definitions, visit:

<http://dataportal.cpe.ky.gov/dashboard.shtm>





COLLEGE READINESS

Kentucky State University

Declines are due to programmatic ineffectiveness (TeacherEd)

To combat and reverse this decline, KSU is engaged in these best practices:

- Leadership change with New Acting Chair
- Restructuring program to include high-quality engaged faculty to ensure a rigorous curriculum that prepares 21st century learners for the study and practice of education across all levels
- Comprehensive adoption of best practices in advising and retention strategies, as well as preparation for national exam



COLLEGE READINESS

Kentucky State University

- The Commonwealth continues to struggle with achievement gaps throughout the state
- Additional state support will allow KSU to create a premier Teacher Ed program focusing on closing achievement gaps through cultural competency
- KSU is working to expand and create new programs to help existing teachers develop their cultural competency and will continue expanding these programs



COLLEGE READINESS

Kentucky State University

Four Endowed Chairs

Chair in Humanities

Chair in Mathematics and Sciences

Chair in Business

Chair in Education



STUDENT SUCCESS

Kentucky State University

Performance Metric	Baseline	2010-11	2011-12	2012-13	2013-14	Target	Progress: Baseline to Target	
Degrees and Credentials (Total)	304	328	346	301	370	320	100%	
Bachelor's Degrees	213	226	229	206	272	232	100%	
Master's Degrees	54	44	64	50	49	63	0%	

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STUDENT SUCCESS

Kentucky State University

Performance Metric	Baseline	2010-11	2011-12	2012-13	2013-14	Target	Progress: Baseline to Target	
Bachelor's Graduation Rate	22.7%	21%	13.1%	18.4%	20.1%	26.4%	0%	
Low Income	22.2%	21.4%	12.1%	17.4%	19.7%	--	--	--
Non Low Income	38.2%	49%	41.8%	18.6%	20.7%	--	--	--
Underprepared	17.6%	20.6%	11.8%	17.3%	15.2%	--	--	--
Prepared	31%	39.3%	39.3%	21.1%	39.6%	--	--	--
Underrepresented Minority	24.4%	22.1%	12.6%	18.2%	21.2%	--	--	--
Non-Underrepresented Minority	18.6%	26.9%	15.1%	18.8%	14.6%	--	--	--

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STUDENT SUCCESS

Kentucky State University

Performance Metric	Baseline	2010-11	2011-12	2012-13	2013-14	Target	Progress: Baseline to Target	
Transfers from KCTCS	110	125	125	147	127	115	100%	 Met Target
Grants to low-income students in excess of direct costs*	\$31	\$0	\$898	\$886	\$1,888	\$30	100%	 Met Target

**Average grant and scholarship aid received by full-time, in-state Pell grant recipients in excess of tuition, mandatory fees and book costs. Amounts reflect money to help pay indirect costs like room and board and transportation.*

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STUDENT SUCCESS

Kentucky State University

- Recruitment and retention are a primary focus of the transformation plan for Kentucky State University
- An enrollment management consultant (Scannell & Kurz) has been engaged to help KSU develop a new enrollment management plan
- Academic consultant, Karla Hughes, retained and has begun top-down Academic review for structure and effectiveness



STUDENT SUCCESS

Kentucky State University

- Additional state funding is needed for a number of recruitment and retention initiatives.
 - Enhanced academic advising and contact system.
 - Warning and probation program.
 - Enhanced academic support for courses with a DFW rate of 30% or higher.



RESEARCH, ECONOMIC, & COMMUNITY DEVELOPMENT

Kentucky State University

Performance Metric	Baseline	2010-11	2011-12	2012-13	2013-14	Target	Progress: Baseline to Target	
Externally-Funded Research and Development (in thousands)	\$5,189	\$4,553	\$6,794	\$5,558	\$5,662	\$5,189	100%	
STEM+H Degrees	80	82	126	114	113	115	94%	



RESEARCH, ECONOMIC, & COMMUNITY DEVELOPMENT

Kentucky State University

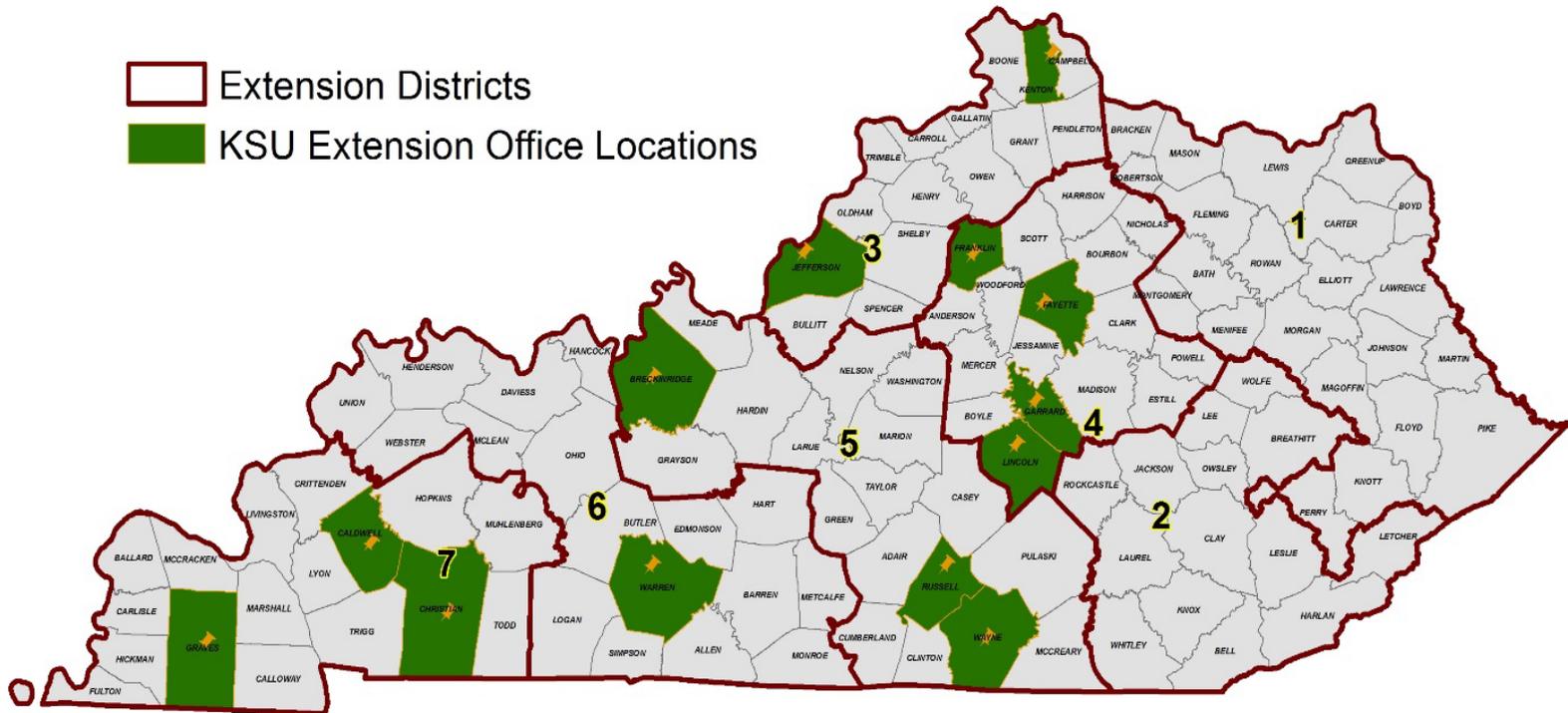
- Land Grant Match funding is an ongoing issue for KSU
- Currently matched at 50%
- Match deficit of \$3,371,000 in FY 2016
- Additional state match funds will allow significant increases in both research and public service activities
 - Nine new research professorships in agricultural research
 - Six additional small farm extension agents to be deployed in SOAR, Promise Zone and urban areas in Kentucky



RESEARCH, ECONOMIC, & COMMUNITY DEVELOPMENT

Kentucky State University

-  Extension Districts
-  KSU Extension Office Locations





EFFICIENCY AND INNOVATION

Kentucky State University

Performance Metric	Baseline	2010-11	2011-12	2012-13	2013-14	Target	Progress: Baseline to Target	
Online Learning (Percent of all credit earned through online learning)	12.6%	15.4%	19.5%	21.6%	23.1%	15.6%	100%	
Credits Earned By Degree Graduates*	148	143.8	143.2	146.3	140.3	130	--	--

**Credits earned by degree graduates includes all bachelor's degree graduates during the year. Online learning measures the percent of completed student credit hours delivered through distance learning. From baseline year through 2011-12, this metric measured credits "attempted". In 2012, the Council voted to change the metric to measure credits "earned", and this went into effect for academic year 2012-13 .*

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EFFICIENCY AND INNOVATION

Kentucky State University

- KSU is in the beginning stages of implementing a new Enterprise Resource Planning system from Oracle
- Oracle delivers integrated reporting capabilities, dashboards, visualizations and analytics which will provide the information needed to make decisions and achieve goals for success
- Business processes will be streamlined and reengineered to industry best practice standards
- KSU is building a sustainable training system that ensures employees remain proficient on the new system





EFFICIENCY AND INNOVATION

Kentucky State University

The Opportunity

- Improving Data Quality
- Streamlined Process thru reengineering
- Decisions Based Data Analytics

Student 

- Improved Student Engagement
- Improved Learning Outcome
- Career Success & Pathways
- Intervention & Remediation

Academic Institution 

- Improved Student Retention
- Maximize Student Success
- Resource Optimization
- Business Intelligence & Reporting
- Curriculum Audit

Employer 

- Informed Hiring Decisions
- Improved Employee Retention & Engagement
- Maximize Employee ROI
- Reduce Training Costs



EFFICIENCY AND INNOVATION

Kentucky State University

Summary.....

- KSU is putting structure in place to deliver better organization, better student progress monitoring, better customer service and overall effectiveness



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