# Thorobreds in Transformation

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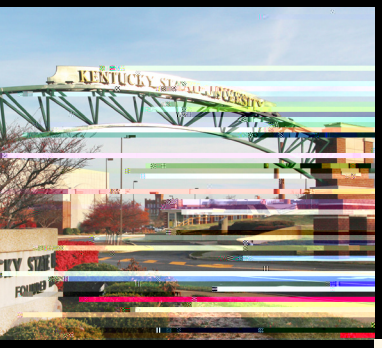
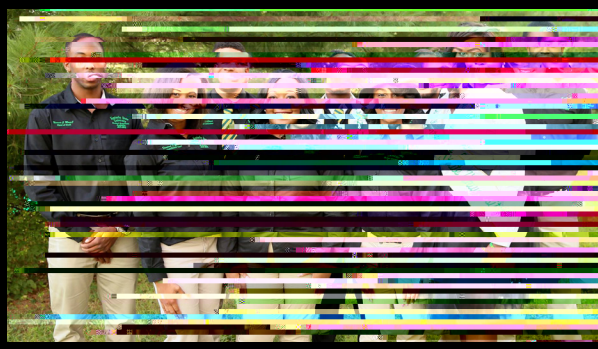
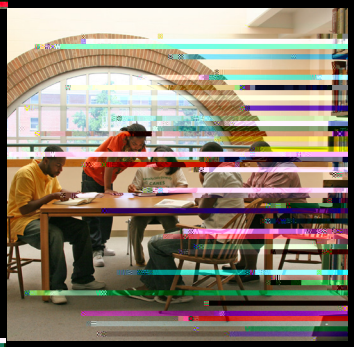
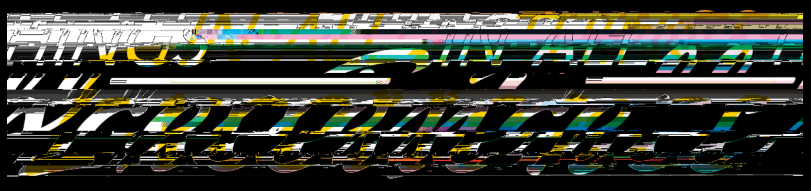
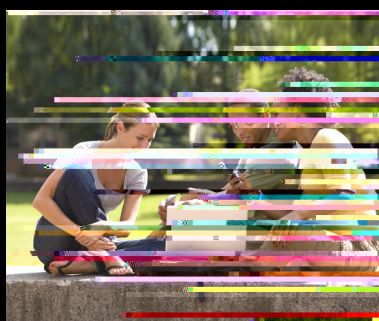
## 2016-2018 B B R











**Kentucky State University**

**2016-2018 Biennial Budget Request**

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Kentucky State University

2016-2018 Biennial Budget Request

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Kentucky State University

2016-2018 Biennial Budget Request

Budget Overview

The 2016-18 Biennial Recommendation of the Kentucky Council on Postsecondary Education (CPE) was approved November 13, 2015. The CPE budget recommendation included funding requests for all Kentucky higher education institutions for continuing operations and for strategic investments in statewide priority areas.

Kentucky State University (KSU) is currently engaged in a strategic planning process that will guide the transformation of the University. This process is closely aligned with the & 3 ( ¶ V F X U U H Q W V W D W H Z L G H V W U D W H J L F S 2018 Biennial L Q L W L D Budget request is structured to address two primary needs that have emerged from both the internal strategic planning process and from intensive discussions with CPE:

- Recruitment and retention of students
- Academic Quality

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The loss in student enrollment resulted in marked declines in both gross billable tuition and fee revenue and total public funds during this period. In fact, between fiscal years 2010-11 and 2014- . 6 8 ¶ V J U R V V E L O O D E O H W X L W L R Q D Q G I H H U H million, or 29.2 percent, and when combined with cuts in state funding of about $2.5 million over this same pe U L R G W K H X Q L Y H U V L W \ ¶ V W R W D O S X E O L F I X $9.2 million, or 18.8 percent (CPE, Comprehensive Database).

Among institutions in the comprehensive sector, the set of circumstances described above is unique to Kentucky State University. During the same period, the average

As the analysis above demonstrates, the Commonwealth of Kentucky is not meeting the UHTXLUHG IHGHUDO PDWFK IRU 6WDWH &RRSHUDWLYH ([WHQVLRQ SURJUDP under the conditions of the grant, the university is authorized to receive and expend federal funds to support land grant program activities and services, provided those funds are either matched by the state, or KSU receives a waiver absolving it of that requirement. In recent years, the university has requested and received a waiver, but there is no guarantee that waivers will be granted going forward.

The Council on Postsecondary Education recommends appropriations of $2,730,500 in 2016-17 and $2,730,500 in 2017-18 to provide a sufficient amount of recurring state IXQGV WR PHHW IHGHUDO PDWFK UHTXLUHPHQWV IRU .HQW program.

These funds will help sustain the effectiveness and impact of outreach, service, and DSSOLHG UHVHDUFK DW .6¶V ODQG JUDQW SURJUDP

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PROGRAM NARRATIVE/DOCUMENTATION RECORD

FORM A-4  C8 C8

Program Description ±Instruction

KSU is primarily an undergraduate institution of higher education. KSU offers a few selected programs at the graduate level. KSU is designated as the Commonwealth's public liberal studies core curriculum for all students and baccalaureate programs in the traditional arts and sciences. . 6 8 ¶ V DFDGHPLF RIIHULQJV DUH IXUWKHU GLYHUVLILHG LQWR D variety of baccalaureate and associate degree programs in career and career-oriented disciplines such as business, computer sciences, education, public administration, nursing, and agriculture, food and environment (AFE). The nursing program continues to meet the high demand for health care professionals with full capacity classes and wait lists for each session. Pre-professional programs in law, dentistry, medicine, veterinary medicine, optometry, allied health, and engineering

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relevant to the communities. Subject areas for extension include traditional agriculture production; natural resources management; aquaculture production and management; agriculture economics and marketing; environmental quality related stewardships; food nutrition and human health; obesity and chronic disease; goat production; small farm programs; rural community development; family well-being that includes financial and family management; and 4-H and youth development programs and workshops for teachers, youth, and adults. Thirty (30) meetings to engage interested in the different topics offered every month with an average of about 100 participants monthly.

In addition, outreach to K-12 youth and teachers have been developed through programs and matriculation that has been increased to engage science and other teachers in the field of food, agriculture, and the environment. Partnerships with schools have been established to increase KSU-CAFSSS visibility in the communities through the Junior Kansas Agricultural Ambassadors (JKAA) program. CAFSSS staff establish relationships with the adopted school to introduce CAFSSS programs that both students and teachers can participate in or become interested

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FD-1A CONSOLIDATED CURRENT FUNDS REVENUE
ACTUAL FISCAL YEAR 2013-14
DUE DATE: November 1
INSTITUTION: Kentucky State University

| | Unrestricted | Restricted | Total |
|---|---|---|---|
| Educational and General (E&G) | | | |
| Tuition and Fees | | | |
| Degree Credit - Fall | 10,814,762 | | 10,883,235 |
| Degree Credit - Winter | - | | - |
| Degree Credit - Spring | 8,830,368 | | 8,830,368 |
| Degree Credit - Summer | 768,555 | | 768,555 |
| Subtotal Tuition | 20,413,685 | - | 20,482,158 |
| Noncredit | - | - | - |
| Mandatory Student Fees | 426,068 | | |

FD-2A CONSOLIDATED CURRENT FUNDS EXPENSES AND TRANSFERS BY FUNCTIONAL
NATURAL OBJECT CODE
ACTUAL FISCAL YEAR 2013-14
DUE DATE: November 1
INSTITUTION: Kentucky State University

| By Function | Unrestricted | Restricted | Total |
|---|---|---|---|
| Educational and General (E&G) | | | |
| Instruction | 12,462,869 | 303,043 | 12,765,912 |
| Research | 821,191 | 4,687,170 | 5,508,361 |
| Public Service | 3,204,924 | 4,575,910 | 7,780,834 |
| Libraries | 477,231 | 620,219 | 1,097,450 |
| Academic Support | 583,282 | 758,045 | 1,341,327 |
| Student Services | 6,012,994 | 1,266,023 | 7,279,017 |
| Institutional Support | 12,903,723 | 978,916 | 13,882,639 |
| Operation and Maintenance of Plant* | 4,680,295 | - | 4,680,295 |
| Student Financial Aid | - | 9,222,531 | 9,222,531 |
| Depreciation | - | 4,459,941 | 4,459,941 |
| Other Educational and General Expenses | - | - | - |
| Subtotal E&G | 41,146,509 | 26,871,798 | 68,018,307 |
| Mandatory Transfers | - | - | - |
| Nonmandatory Transfers | | | |
| Total Educational and General (E&G) | | | |
| Auxiliary Enterprises | | | |
| Auxiliary Enterprise Operations | - | 5,663,271 | 5,663,271 |
| Mandatory Transfers | | | |
| Nonmandatory Transfers | - | | |

FD-1A CONSOLIDATED CURRENT FUNDS REVENUE
ACTUAL FISCAL YEAR 2014-15
DUE DATE: November 1
INSTITUTION: Kentucky State University

| | Unrestricted | Restricted | Total |
|---|---|---|---|
| Educational and General (E&G) | | | |
| Tuition and Fees | | | |
| Degree Credit - Fall | 8,602,403 | | 8,670,876 |
| Degree Credit - Winter | - | | - |
| Degree Credit - Spring | 7,312,748 | | 7,312,748 |
| Degree Credit - Summer | 358,532 | | 358,532 |
| Subtotal Tuition | 16,273,683 | - | 16,342,156 |
| Noncredit | - | - | - |
| Mandatory Student Fees | 409,167 | | 409,167 |
| Other Fees | 197,534 | | 197,534 |
| Subtotal Tuition and Fees | 16,880,384 | - | 16,948,857 |
| Less: Scholarship Allowances | 5,431,851 | | 5,431,851 |
| Net Tuition and Fees | 11,448,533 | - | 11,517,006 |
| Governmental Appropriations-Federal | | | |
| Agricultural Experiment Station | - | 3,770,028 | 3,770,028 |
| Agricultural Extension Service | - | 2,895,484 | 2,895,484 |
| Other Current Appropriations | - | - | - |
| Subtotal Gove8 454Td ( | )Tj ET Q q 69.628 45.907 593.44 3.493.44 3.493.44 3.493.44 3.493.44 3.493.44:Td ( )Tj 45.4c8 4 | | |

FD-2B CONSOLIDATED CURRENT FUNDS EXPENSES AND TRANSFERS BY FUNCTIONAL
NATURAL OBJECT CODE
BUDGETED FISCAL YEAR 2015-16
DUE DATE: November 1
INSTITUTION: Kentucky State University

| By Function | Unrestricted | Restricted | Total |
|---|---|---|---|
| Educational and General (E&G) | | | |
| Instruction | 10,933,000 | 325,000 | 11,258,000 |
| Research | 1,449,600 | 4,600,000 | 6,049,600 |
| Public Service | 2,067,600 | 5,350,000 | 7,417,600 |
| Libraries | 640,400 | 735,000 | 1,375,400 |
| Academic Support | 1,182,400 | 475,000 | 1,657,400 |
| Student Services | 4,592,100 | 1,290,000 | 5,882,100 |
| Institutional Support | 12,194,900 | 940,000 | 13,134,900 |
| Operation and Maintenance of Plant* | 6,302,300 | | 6,302,300 |
| Student Financial Aid | - | 8,020,500 | 8,020,500 |
| Depreciation | - | - | |

FD-2B CONSOLIDATED CURRENT FUNDS EXPENSES AND TRANSFERS BY FUNCTIONAL
NATURAL OBJECT CODE
BUDGETED FISCAL YEAR 2016-17
DUE DATE: November 1
INSTITUTION: Kentucky State University

| By Function | Unrestricted | Restricted | Total |
|---|---|---|---|
| Educational and General (E&G) | | | |
| Instruction | 10,463,300 | 325,000 | 10,788,300 |
| Research | 1,197,200 | 4,600,000 | 5,797,200 |
| Public Service | 1,758,100 | 5,350,000 | 7,108,100 |
| Libraries | 572,800 | 735,000 | 1,307,800 |
| Academic Support | 1,123,500 | 475,000 | 1,598,500 |
| Student Services | | | |

FD-1B CONSOLIDATED CURRENT FUNDS REVENUE
BUDGETED FISCAL YEAR 2017-18
DUE DATE: November 1
INSTITUTION: Kentucky State University

FD-2B CONSOLIDATED CURRENT FUNDS EXPENSES AND TRANSFERS BY FUNCTIONAL
NATURAL OBJECT CODE
BUDGETED FISCAL YEAR 2017-18
DUE DATE: November 1
INSTITUTION: Kentucky State University

| By Function | Unrestricted | Restricted | Total |
|---|---|---|---|
| Educational and General (E&G) | | | |
| Instruction | 10,822,000 | 325,000 | 11,147,000 |
| Research | 1,271,700 | 4,600,000 | 5,871,700 |
| Public Service | 1,849,500 | 5,350,000 | 7,199,500 |
| Libraries | 589,600 | 735,000 | 1,324,600 |
| Academic Support | 1,144,000 | 475,000 | 1,619,000 |
| Student Services | 4,419,300 | 1,290,000 | 5,709,300 |
| Institutional Support | 11,808,700 | 940,000 | 12,748,700 |
| Operation and Maintenance of Plant* | 6,117,000 | | 6,117,000 |
| Student Financial Aid | - | 7,784,700 | 7,784,700 |
| Depreciation | - | - | - |
| Other Educational and General Expenses | - | - | - |
| Subtotal E&G | 38,021,800 | 21,499,700 | 59,521,500 |
| Mandatory Transfers | | | |
| Nonmandatory Transfers | - | - | - |
| Total Educational and General (E&G) | 38,021,800 | 21,499,700 | 59,521,500 |
| Auxiliary Enterprises | | | |
| Auxiliary Enterprise Operations | 2,192,600 | | 2,128,100 |
| Mandatory Transfers | - | - | - |
| Nonmandatory Transfers | - | - | - |
| Total Auxiliary Enterprises | 2,192,600 | - | 2,128,100 |
| Hospitals | | | |
| Hospital Operations | - | - | - |
| Mandatory Transfers | - | - | - |
| Nonmandatory Transfers | - | - | - |
| Total Hospitals | - | | |

2016-2018 Kentucky Branch Budget Request
Operating Budget Request: Federal Funds Summary Record
Budget Summary - Form F
Agency: Kentucky State University

| Grant Code | CFDA No. | Federal Agency | Grant Description | Actual FY2013-2014 | Actual FY2014-2015 | Budgeted FY2015-2016 | Requested FY2016-2017 | Requested FY2017-2018 |
|---|---|---|---|---|---|---|---|---|
| UDA662311 | 00.000 | UDA | 1890 NATIONAL SCHOLARS PROGRAM | $78,273 | $87,901 | $80,000 | $80,000 | $80,000 |
| DODCELL12 | 00.000 | DOD | CELLULOSIC DERIVED BIODIESEL PROGRAM | $28,204 | $0 | $0 | $0 | $0 |
| NSFIPAP14 | 00.000 | NSF | NSF IPA PROGRAM | $106,164 | $0 | $0 | $0 | $0 |
| UDAAGDI14 | 10.025 | UDA | AGDISCOVERY SUMMER ENRICHMENT PROGRAM | $1,594 | $0 | $0 | $0 | $0 |
| UDAAGDI15 | 10.025 | UDA | 2014 AG Discovery | $15,352 | $0 | $0 | $0 | $0 |
| UDAAGDI16 | 10.025 | UDA | AGDISCOVERY SUMMER ENRICHMENT PROGRAM | $0 | $36,001 | $0 | $0 | $0 |
| UDAFESW15 | 10.028 | UDA | FERAL SWINE | $0 | $375 | $0 | $0 | $0 |
| UDASMGR12 | 10.156 | UDA | SEAFOOD MARKETING GRANT | $8,153 | $0 | $0 | $0 | $0 |
| UDA662151 | 10.200 | UDA | SRAC - CATFISH | $70 | $0 | $0 | $0 | $0 |
| UDAMCST12 | 10.202 | UDA | MCINTIRE STENNIS COOP FORESTRY FY2012 | $35,007 | $0 | $0 | $0 | $0 |
| UDAMCST13 | 10.202 | UDA | MCINTIRE STENNIS COOP FORESTRY FY2013 | $49,776 | $0 | $0 | $0 | $0 |
| UDA210001 | 10.205 | UDA | RESEARCH DIRECTOR | -$855 | $0 | $0 | $0 | $0 |
| UDA210034 | 10.205 | UDA | RESEARCH FARMS | -$850 | $0 | $0 | $0 | $0 |
| UDACRES13 | 10.205 | UDA | CRS EVANS-ALLEN FY2013 | $613,054 | $0 | $0 | $0 | $0 |
| UDACRCF12 | 10.205 | UDA | CRS C/F 2012 | $792,346 | $0 | $0 | $0 | $0 |
| UDACRES13 | 10.205 | UDA | CRS EVANS-ALLEN FY2013 CF | $391,968 | $303,256 | $0 | $0 | $0 |
| UDACRES14 | 10.205 | UDA | CRS EVANS-ALLEN FY2014 | $1,591,177 | $748,674 | $0 | $0 | $0 |
| UDACRES14 | 10.205 | UDA | CRS EVANS-ALLEN FY2014 CF | $0 | $684,175 | $0 | $0 | $0 |
| UDACRES15 | 10.205 | UDA | CRS EVANS-ALLEN FY2015 | $0 | $1,813,842 | $3,770,000 | $3,770,000 | $3,770,000 |
| UDASARE12 | 10.215 | UDA | SARE PDP FY2012 MSP 11 | $5,163 | $3,121 | $0 | $0 | $0 |
| UDA210078 | 10.216 | UDA | MES CURRICULUM DEV | $7,878 | $0 | $0 | $0 | $0 |
| UDA210100 | 10.216 | UDA | MOBILE KILSHEN | $38,112 | $146,660 | $0 | $0 | $0 |
| UDA210101 | 10.216 | UDA | RESERVOIR RANCHING | $33,128 | $0 | $0 | $0 | $0 |
| UDA210102 | 10.216 | UDA | GOAT BUSINESS PLAN | $73,123 | $27,542 | $0 | $0 | $0 |
| UDA210103 | | | | | | | | |

2016-2018 Kentucky Branch Budget Request
Operating Budget Request: Federal Funds Summary Record
Budget Summary - Form F
Agency: Kentucky State University

| Grant Code | CFDA No. | Federal Agency | Grant Description | Actual FY2013-2014 | Actual FY2014-2015 | Budgeted FY2015-2016 | Requested FY2016-2017 | Requested FY2017-2018 |
|---|---|---|---|---|---|---|---|---|
| [redacted] | | | | | | | | |

2016-2018 Kentucky Branch Budget Request
Operating Budget Request: Federal Funds Summary Record
Budget Summary - Form F
Agency: Kentucky State University

| Grant Code | CFDA No. | Federal Agency | Grant Description | Actual FY2013-2014 | Actual FY2014-2015 | Budgeted FY2015-2016 | Requested FY2016-2017 | Requested FY2017-2018 |
|---|---|---|---|---|---|---|---|---|
| DOEFCWS13 | 84.033 | DOE | FCWS 2012 | $869 | $0 | $0 | $0 | $0 |
| DOEFCWS14 | 84.033 | DOE | FCWS 2013/14 | $414,253 | $0 | $0 | $0 | $0 |
| DOEFCWS15 | 84.033 | DOE | FCWS 2014/15 | $0 | $353,740 | $350,000 | $350,000 | $350,000 |
| DOEPELL13 | 84.063 | DOE | PELL 2012 to Current | $5,929,634 | $5,024,963 | $5,000,000 | $4,700,000 | $4,700,000 |
| DOETEAC13 | 84.379 | DOE | TEACH GRANT 2012 to Current | $5,618 | $8,914 | $0 | $0 | $0 |
| COE212083 | 84.396 | DOE | I3 - COLLEGE ACCESS PROG SVC AGREEMENT YEA | $1,728 | $0 | $0 | $0 | $0 |
| COE212083 | 84.396 | DOE | I3 - COLLEGE ACCESS PROG SVC AGREEMENT YEA | $96,380 | $3,774 | $0 | $0 | $0 |
| COE212083 | 84.396 | DOE | I3 - COLLEGE ACCESS PROG SVC AGREEMENT YEA | $157,107 | $100,498 | $0 | $0 | $0 |
| COE212083 | 84.396 | DOE | I3 - COLLEGE ACCESS PROG SVC AGREEMENT YEA | $0 | $174,456 | $150,000 | $150,000 | $150,000 |
| HBCUCFE15 | 92.243 | HBCU | KSU MENTAL HEALTH PROMOTION INITIATIVE | $0 | $5,287 | $0 | $0 | $0 |
| HHS213025 | 93.178 | HHS | NURSING WORKFORCE #6 | $2,264 | $0 | $0 | $0 | $0 |
| HHSHIVP14 | 93.243 | HHS | KSU SUBSTANCE ABUSE/HIV PREVENTION | $109,066 | $59,828 | $0 | $0 | $0 |
| HHSHIVP14 | 93.243 | HHS | KSU SUBSTANCE ABUSE/HIV PREVENTION | $0 | | | | |

2016-2018 Kentucky Branch Budget Request
Operating Budget Request: Federal Funds Summary Record
Budget Summary - Form F
Agency: Kentucky State University

| Grant Code | CFDA No. | Federal Agency | Grant Description | Actual FY2013-2014 | Actual FY2014-2015 | Budgeted FY2015-2016 | Requested FY2016-2017 | Requested FY2017-2018 |
|---|---|---|---|---|---|---|---|---|
| DOEUPBO13 | 84.047A | DOE | KSU CLASSIC UPWARD BOUND YR #1 | $48,452 | $7,303 | $0 | $0 | $0 |
| DOEUPBO13 | 84.047A | DOE | KSU CLASSIC UPWARD BOUND YR #2 | $173,270 | $63,593 | $0 | $0 | $0 |
| DOEUPBO13 | 84.047A | DOE | KSU CLASSIC UPWARD BOUND YR #3 | $0 | $172,189 | $170,000 | $170,000 | $170,000 |
| DOE212045 | 84.382G | DOE | T-VII HBCU - GRADUATE YR #1&#2 | $542 | $0 | $0 | $0 | $0 |
| DOE212045 | 84.382G | DOE | T-VII HBCU - GRADUATE YR #3 | -$542 | $0 | $0 | $0 | $0 |
| DOE212045 | 84.382G | DOE | T-VII HBCU - GRADUATE YR #4 & C/F | $90,247 | $183,470 | $0 | $0 | $0 |
| DOE212045 | 84.382G | DOE | T-VII HBCU - GRADUATE YR #5 | $169,495 | $85,805 | $0 | $0 | $0 |
| DOE212045 | 84.382G | DOE | T-VII HBCU - GRADUATE YR #6 | $0 | $154,075 | $0 | $0 | $0 |
| HHSTRCR14 | MULT | HHS | EKU/TRC FY14 | $82,406 | $0 | $0 | $0 | $0 |
| HHSDIVE14 | MULT | HHS | EKU/DIVERSITY FY14 | $3,836 | $0 | $0 | $0 | $0 |
| | MULT | Various | New Competitive and Formula Grants | $0 | $0 | $2,327,000 | $2,337,000 | $2,337,000 |
| | MULT | Various | Prior Year Rev EXP - Under $50,000 | $0 | $361,458 | $0 | $0 | $0 |
| | **Grand Total** | | | **$18,881,207** | | | | |

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&DEL 3RVWVHFRQGDU\ (GX 6XE 3URJ
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| 7RWDO *HQHUDO )XQG | | | |
| 727$/ 6285&( 2) )81'6 | | | |
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**PROGRAM NARRATIVE/DOCUMENTATION RECORD**

**FORM B-4**

Kentucky State University is requesting $6,230,500 in additional General Fund support in FY 2016-2017 and $6,030,500 in FY 2017-2018.

This request supports a number of initiatives designed to address structural problems with the University's funding. These initiatives will:

Provide funding for initiatives focused on student retention and recruitment.
Provide funding to improve academic quality.
Provide the University with the full match of the federal funds provided for Land Grant Research programs and Land Grant Extension programs as required under Section 1449 of the National Agricultural Research, Extension, and Teaching Policy Act of 1977.

The University has worked closely with the Kentucky Council on Postsecondary Education to structure this request. The CPE has categorized the request for the University as follows:

Special Initiative Funding – Recruitment and Retention (Non-Recurring)
- $2,733,900 in FY 2016-2017 and $1,767,800 in FY 2017-2018

Special Initiative Funding – Land Grant Match (Recurring)
- $2,730,500 in both years of the 2016-2018 fiscal biennium

Performance Funding (Recurring if performance targets are met)
- $766,100 in FY 2016-2017 and $1,532,200 in FY 2017-2018

**Current Environment**

Over the past four years, Kentucky State University has experienced a steep decline in both its student headcount and full-time equivalent (FTE) student enrollment. Between fall semesters 2010 and 2014, KSU's student headcount enrollment decreased by 956 students, or 33.5 percent, and its FTE student enrollment decreased by 760 students, or 32.4 percent. About two-thirds of this decline was caused when over 600 students were not allowed to continue enrollment due to nonpayment of bills, but other factors contributed, as well.

The loss in student enrollment resulted in marked declines in both gross billable tuition and fee revenue and total public funds during this period. In fact, between fiscal years 2010-11 and 2014-15, KSU's gross billable tuition and fee revenue decreased by $6.7 million, or 29.2 percent, and when combined with cuts in state funding of about $2.5 million over this same † s

Among institutions in the comprehensive sector, the set of circumstances described above is unique to Kentucky State University. During the same period, the average increase in gross tuition and fee revenue among comprehensive universities other than KSU was $28.6 million, or 20.5 percent, and the average increase in total public funds revenue was $22.3 million, or 10.4 percent.

The loss in total public funds revenue has placed considerable stress on KSU's operating budget. Campus officials responded by implementing a number of cost savings and cost avoidance strategies, including several rounds of personnel layoffs. Actions to stabilize university finances resulted in a balanced budget for the current fiscal year (i.e., 2015-16), but projections indicate that, absent external intervention, KSU will be in an untenable financial position within the next two years.

retention rate for freshmen from the Fall 2014 to Fall 2015 was approximately 60%. The University must build on this continue to raise the retention rate over the next several years to stabilize enrollment. Consequently, the top priorities for investment focus on retention.

**Permanent funding for existing retention and persistence programs** – Title III currently provides support for three university programs directly targeting student retention and success. These programs will be the primary focus of KSU's retention efforts and will make a significant and immediate impact on retention.

**Enhanced academic advising and contact system** – A projection model based on institutions similar to KSU predicts that a retention management system can help increase retention by 2% over 3 years and ultimately produce 19 additional graduates after 4 years. With improved retention, KSU would potentially gain $3.6 million over 4 years in tuition revenue.

**Warning and Probation Program** – This intervention, based on the IMPACT program at Louisiana State University, will include a mandatory workshop that uses metacognition to help students improve learning, time and resource management skills as well as an academic coaching requirement to help students implement strategies. Participants in the IMPACT model were retained at a 20% higher rate with higher GPA than non-participants.

**Expanded Academic Support** – Implement the International Supplemental Instruction model to provide direct course support to the top 20 100-200 level courses that have a DFW rate of 30% or higher.

**Summer scholarships targeting 4-year progression** – The cost of college continues to be a significant barrier to completion for many KSU students. Providing summer scholarships for 25 students per year will help these students stay on track to complete 30 hours of coursework per academic year. This initiative will make a measurable impact on 4-year and 6-year graduation rates over time.

**Targeted aid for financially at-risk students** – Enhanced aid is needed for students losing Pell Grant eligibility and for upper division students that are on track to graduate but are facing financial setbacks. Providing these resources for on-track students who are at risk due to financial setbacks will be a significant aid in increasing our graduation rate. The program will also reach out to students who have left in the past two years, but are close to completion. It is anticipated that up to 50 additional students per year can receive assistance through this program.

**Institute a Summer Success**

are exposed to intensive academic support, including Supplemental Instruction, one-on-one advisement, and financial literacy workshops.

**Land Grant Match**

KSU receives funds from the National Institute of Food and Agriculture, United States Department of Agriculture to support agricultural research (Evans-Allen Research Program) and extension programs. These funds are specifically designated for 1890 Land Grant institutions and require that the federal award be matched by the state on a one to one basis.

Section 1449 of the National Agricultural Research, Extension, and Teaching Policy Act of 1977 requires that “the State shall provide matching funds from non-Federal sources. Such matching funds shall be for an amount equal to not less than … 100 percent of the formula [grant] funds to be distributed to the eligible institution for fiscal year 2007 and each year thereafter…”

Section 1449 also, defines non-federal sources as “funds made available to the eligible institution either through direct appropriation or any other authority (other than the authority to charge tuition and fees paid by students) provided by a State to an eligible institution to raise revenue, such as gift acceptance authority or user fees)…”

For KSU, the only source available for matching federal Land Grant funds is the direct state appropriation. Since 2008, the state appropriation to KSU has declined by approximately 15%. This, combined with increases in federal Land Grant awards, has left KSU under matched by approximately $3.36 million in fiscal year 2016. Declining enrollment and declining tuition revenue has also exacerbated this problem as the prior administration at KSU was forced to dc5(n)-3( (1)6(6)-3(od)6(e-3(l5d)(d)-3( u3(c5(n)-3r a)3(6)-3( )8(m)

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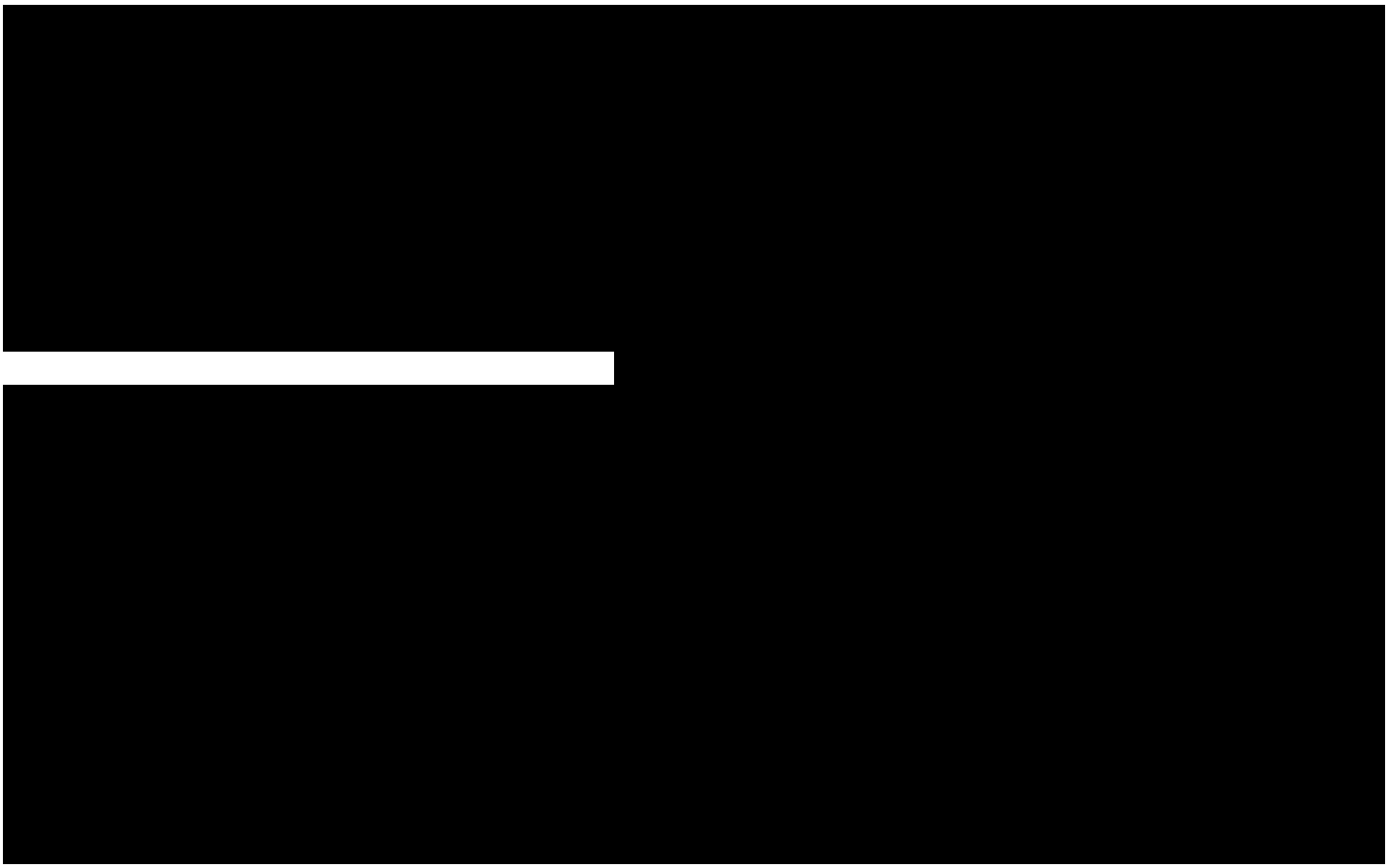
2) Food Science and Value-Added Technology,
3) Agriculture Economics and Value-Added Marketing,
4) Applied Biosystems Engineering,
5) Urban Agriculture,
6) Sustainable Poultry and Beef Production,
7) Sustainable Vegetable Breeding,
8) Organic/Sustainable Agronomy,
9) Nutrition and Human Health,
10) Youth Development and 4-H Specialist, and
11) Six small farm Extension agents will be deployed in the SOAR and urban areas in in Kentucky.

**Summary**

While Kentucky State University faces significant challenges, this is also a time of opportunity. Strategic investments in retention, academic quality, and recruitment will



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