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Kentucky State University is also in the process of preparing and updating its Five Year Plan. Included in this process is a further analysis of all programs ultimately leading to the development of an overall strategy to strengthen all mission-appropriate programs and to increase the benefits they provide to the students of KSU and to all the people of the Commonwealth. This process will be fully implemented during the life of the Plan.

All of the foregoing actions taken by KSU to revise and enhance its academic program plan are indicative of the university's, the Council's and the Commonwealth's commitment to enhance KSU by providing it with unique, highly attractive programs of superior quality. The implementation of KSU's new academic program represents the cornerstone of the transformation of KSU into not simply a competitive school but a premier institution of postsecondary education.

II B-3. The Council on Higher Education will act to approve the academic program plan submitted by Kentucky State University consistent with the requirements of this Plan.

The Council has monitored the substantial progress that Kentucky State University has made in reviewing existing programs and stands ready to assist at the staff level or to act on new program requests in a timely manner. The Council has not been asked to take specific action regarding the academic program plan in that no new program approvals have been requested at this time.

Other aspects of the academic program plan will emerge from specific actions taken in reference to the liberal arts mission (II B-7-8, II B-14), the state government mission (II B-20-21), the community college mission (II B-31-34), and the graduate center (II B-36-38) as well as other related benchmarks.

The Council has moved affirmatively to frame the overall program of KSU by adopting a new mission statement for KSU, on January 13, 1983, establishing a unique and race-neutral mission for the institution. The mission statement directs KSU to offer "a range of traditional collegiate programs appropriate to its role as the unique, small, liberal studies

institution with the lowest student-faculty ratio in the state system" (emphasis added). A copy of the new mission statement is attached as Appendix 46.

II B-4. Kentucky State University will commence, in cooperation with other public universities, a faculty retraining and upgrading program to enable its faculty to better carry out the liberal studies mission.

Kentucky State University is committed to the retraining and upgrading of its present faculty members with the goal of assuring the retention of all qualified personnel. The university has the following individuals on study or sabbatical leave for all or part of the 1982-83 academic year:

1. Betty Amburgey - retraining from Education to Psychology;
2. Patricia Griffin - to continue work on the Doctorate of Music;
3. Alvin Seals - retraining in Anthropology;
4. Donald Ver Hey - Retraining in the Classics;
5. Ruth King - completing the Doctorate in Home Economics;
6. John Hardin - completing the Doctorate in History; and
7. William Fleming - retraining on the Electron Microscope.

These individuals on sabbatical or study leave represent Kentucky State's first attempt to retrain or upgrade the credentials of its existing faculty members. All of the academic disciplines in which these individuals are being retrained or upgraded are elements of the university's Liberal Studies mission.

Additional retraining and upgrading needs have also been identified by KSU for the 1982-83 and 1983-84 academic years, including those needs related to the development of the College of Leadership Studies. It is the intent of the university to draw half of the faculty for this new school from among its present faculty, and each of these individuals will need retraining. (Due to the unique format of this program, which places great emphasis on the tutorial method and assigns two tutors for each section, KSU has determined that

approximately half of the faculty for this program should be directly experienced in its conduct. The university therefore plans to recruit new faculty from among present and former faculty and alumni of St. John's College and similar institutions.) Some of the retraining will include residence on the St. John's campus. The first such retrained faculty member, Dr. Paul Ciholas, will undergo retraining on the St. John's campus for two to four weeks this spring. Five other KSU faculty members will undergo retraining on the St. John's campus for a period of six to eight weeks in the summer of 1983. A copy of Dr. Ciholas' resume is attached as Appendix 47.

Related liberal study needs already identified as necessary in 1983 include retraining in Philosophy, Anthropology and Psychology and upgrading in Music. During 1984, upgrading will be needed in the Sociology, Math and Biology areas. All of these disciplines are elements of the university's Liberal Studies mission.

It is expected that these needs can be fulfilled by the Ph.D. granting universities in Kentucky. The University of Louisville and University of Kentucky each has agreed to waive tuition for up to three KSU faculty members selected for retraining or upgrading. Letters to this effect are included in Appendix 48. As Kentucky State University continues to review academic programs and implement program changes and new programs, other retraining and upgrading needs will be identified. Both the university administration and the Board of Regents are committed to supporting the retraining and upgrading of not less than three faculty members each semester for the length of the Plan in academic disciplines that are elements of the Liberal Studies mission. The university will allocate such funds as are necessary for these retraining and upgrading endeavors.

II B-5. Kentucky State University will convene an advisory council drawn from distinguished faculty of Ph.D.-granting institutions to assist in the design and implementation of revised curricula.

At the request of Kentucky State University, the Council staff requested that the University of Kentucky and the University of Louisville provide names of faculty at their institutions for the consideration of Kentucky State University in choosing individuals to assist in the design and implementation of revised curricula as described in this specific Plan commitment. The University of Kentucky submitted twelve (12) names and the University of Louisville submitted six (6) names. From the eighteen (18) names sent to Kentucky State University through the Council, KSU selected four (4) individuals from the University of Kentucky and four (4) individuals from the University of Louisville to assist in development of the liberal studies mission. Those selected by Kentucky State University are listed in Appendix 49. Other distinguished faculty members listed will be used as other aspects of the curriculum are discussed.

Kentucky State University convened an initial meeting of this advisory group including KSU personnel on July 23, 1982.

II B-8. Kentucky State University will, based upon its academic program plan, initiate consolidations of existing programs found to be unproductive but necessary for the liberal studies mission component.

Kentucky State University officials have informed the Council that "no existing programs have been found to be unproductive but necessary to the liberal studies mission. The suspended programs are unproductive but not necessary to the revised mission. No programs have been consolidated but there will probably be different administrative groupings of programs in any new organization."

II B-9. Kentucky State University, in conjunction with the University of Kentucky and University of Louisville, will establish and describe a faculty seminar program and a student seminar program led by scholars, resident or visiting at the cooperating institutions, which shall consist of at least two seminars for faculty and two for students each semester.

The cooperating institutions (Kentucky State University, University of Kentucky, University of Louisville and Eastern Kentucky University) have maintained a continuing dialogue during the past nine months in an effort to identify and implement specific program topics and participants for the seminar and exchange programs outlined in this and the following benchmark. Within the scope of KSU's new academic mission, the university has determined that the exchange and seminar programs should be primarily focused on the enhancement of its Liberal Studies mission. The first seminar relating to this commitment, dealing with KSU's public affairs program, was held during the fall 1982 term on the KSU campus.

A central thrust of the enhancement of KSU's liberal studies mission is the revision and implementation of an enhanced Liberal Studies curriculum, to which the institution has given considerable attention, as described more fully in the responses to Benchmarks II B-2 and II B-14. The university's Academic Council submitted its curriculum proposal to the administration on December 15, 1982, and the university's Board of Regents approved it on March 3, 1983. With the enhanced curriculum in place, the implementation of collateral programs, such as the faculty and student seminar programs and the faculty exchange program, can now be completed.

The Liberal Studies curriculum and the program of the College of Leadership Studies, both of which will be implemented in fall 1983, include seminars to be conducted for KSU students and faculty by regionally and nationally known scholars. At least four of these seminars will be conducted by scholars from the cooperating institutions. The selection of subject matter, schedules and participants for these seminars were refined at the February 18, 1983 meeting of the Vice Presidents of Academic Affairs of all the public institutions in Kentucky.

KSU reached agreement with the University of Kentucky and the University of Louisville whereby these two institutions will each provide at least one student and one

faculty seminar per semester to begin in the fall 1983 semester, in disciplines supportive of the new liberal studies program.

II B-10. Kentucky State University will enter into agreements with at least two of the other public universities for the faculty exchange program described in the following benchmark.

The development of the faculty exchange program has been proceeding in conjunction with the development of the student and faculty seminar programs, as described in the response to Benchmark II B-9. The faculty exchange program was also discussed at the February 18 meeting of the Vice Presidents of Academic Affairs of all the public institutions in Kentucky. Kentucky State University has identified the areas of philosophy, psychology and anthropology as the initial ones in which it will seek to have faculty from the cooperating institutions appointed to KSU. KSU will make its initial offers of faculty members to the cooperating institutions in the areas of biology and music.

The University of Kentucky and University of Louisville have agreed to provide at least five faculty members per semester for the faculty exchange program that will begin in the fall 1983 semester. Faculty exchanges will be completed in the areas identified in the February 18 meeting.

II B-12. Kentucky State University will complete a review of its counseling program and initiate reorganization of the program to facilitate the enrollment of full-time residential students.

A staff review of Kentucky State University's counseling program has been completed and forwarded to the Dean for Educational Service for review by the President's office and the university's Academic Council and faculty.

The President has informed the Council on Higher Education that there will be a single counseling office to serve all students. The counseling office will be located in the Student Affairs area. A copy of the President's letter relative to this benchmark is included as Appendix 50.

II B-14. Kentucky State University will specify particular actions to be taken to enhance undergraduate liberal studies programs in English, political science, fine arts, mathematics, history, sociology, and natural sciences and undergraduate programs in business administration, computer science and pre-engineering. Such actions will include, but are not limited to, improvement or addition of faculty, revision of curriculum, improvement of library and research facilities and holdings, improved or additional equipment, and development of cooperative programs with other institutions and with state government agencies and commercial enterprises.

Kentucky State University is taking a number of very specific steps to enhance its liberal studies program. However, it must also be recognized that the enhancement of Kentucky State University as an institution goes far beyond the enhancement of any single program or offering. Kentucky State University has been designated by the Council on Higher Education as Kentucky's only small, public, liberal arts institution, emphasizing individualized instruction and smallness of working units over the traditional measures of size and growth. This action by the Council has provided KSU with a unique niche within higher education in the state, and the enhancement of the university is stemming from the changes that are taking place in the totality of the institution rather than in any one academic program or discipline.

It is obvious that Kentucky does not need eight virtually identical public institutions. Through the enhancement that is now being accomplished under the Plan, KSU is achieving a unique place within Kentucky public higher education, as an individualized liberal studies institution with a further mission to serve specific state government needs, as well as to continue to serve its immediate community and to carry out a clearly defined land grant mission. To achieve true distinction as a liberal arts institution, the university must offer a sound curricular core required of each of its baccalaureate students. The enhanced Liberal Studies curriculum sets forth Kentucky State University's design for this unique liberal arts

program, a curriculum substantially different from that of any of its sister institutions. The curriculum will transform the existing general education requirements (which are not substantially different from those of the other public institutions) into a full Liberal Studies curriculum. As is described in more detail in the comments on Benchmark II B-2, the full Liberal Studies curriculum will significantly distinguish KSU from the regional universities. For example, the curriculum will require students to take courses in art, music and philosophy, subjects that are elective at the other institutions. (The significance of requiring these subjects lies in part in the enrollment levels such a requirement will afford, thus ensuring a critical size for courses that are often given short shrift when offered as limited enrollment electives.) Equally important, students will be required to take a series of courses in integrative studies, an interdisciplinary curriculum more thoroughly described in Appendix 40 and in the discussion at Benchmark II B-2.

The preparation of detailed syllabi for the new Liberal Studies curriculum marks the real beginning of the new KSU. At the same time, however, the institution has embarked on a number of other major activities to enhance its Liberal Studies program in particular and the university in general. The accomplishments achieved by KSU in the half-year that has been available for the initiation of significant change is truly remarkable, and must be measured against the customary time frame for the implementation of substantial changes at traditional institutions. (It must be noted that the unexpected change in the leadership of the university necessitated some deferral of initial action until the new President was in place. Progress since that time, however, has been nothing short of remarkable.) These actions to enhance KSU's Liberal Studies mission are as follows:

The University has established the Whitney M. Young College of Leadership Studies, whose curriculum design is based upon the "Great Books" program at St. John's College. This program, described in detail in Appendix 42, has received considerable attention within and outside the Commonwealth. A detailed description of the College of Leadership Studies

is provided in the response to Benchmark II B-2., The program has already attracted wide attention throughout the state, and is proving to be a powerful recruitment tool among the state's best students.

KSU has, in conjunction with the University of Kentucky, University of Louisville and Northern Kentucky University, initiated a special program for students interested in pursuing professional studies at one of the state's public medical, dental or law schools. This new program is described more fully in the comments to Benchmarks II B-17A, II B-17B and II B-17C. Like the students enrolling in the Whitney M. Young College of Leadership Studies, the highly motivated students who will be attracted to this program will have a very positive impact on the overall instructional program at the institution.

The university has commenced the acquisition of library holdings to undergird its revised mission. The Director of the Kentucky State University library has developed a comprehensive list of library materials needed to support the revised mission. The President has indicated that he will identify up to \$50,000 in the university's 1983-84 budget for a one-time, special library improvement expenditure for the acquisition of additional volumes to support the academic programs critical to implementation of the revised mission. The Council on Higher Education, recognizing the unique needs of the Liberal Studies mission, has also included in its new funding formula parameters that

will support KSU's efforts in this area, enabling the institution to request a further allocation for fiscal 1984-86 to meet its new-program library acquisition needs. The Council will give this request high priority consideration. A listing of library needs and costs is attached as Appendix 51.

The pre-professional programs being implemented by KSU in consultation with the University of Kentucky, University of Louisville and Northern Kentucky University (see comments on Benchmarks II B-17A, II B-17B and II B-17C) as well as its enhanced program in pre-veterinary science, will require an upgrading of the university's laboratory facilities. A listing of laboratory needs has been completed and is included as Appendix 51. Kentucky State University is committed to meeting these needs in the following manner: Prior to development of the 1984-86 budget request, the university will meet equipment repair needs from existing sources of funds; interested outside sources will be identified and requested to provide funding for equipment or to donate equipment; the Title III Proposal will include equipment requests; and the university will include a library equipment request as a part of the 1984-86 budget request process. This request will be in addition to the regular formula funding process as is provided for under Council guidelines. The Council will give this request high priority consideration. The Council on Higher Education has indicated its support for ensuring that KSU has the facilities necessary to carry out its pre-professional programs.

KSU is preparing for the submission of an application : funding under the federal Institutional Aid Program, Title III of the Higher Education Act of 1965, for submission in the current grant round. The priority areas for which funding is to be sought are: support for the overall liberal arts program; further development of the College of Leadership Studies; support for the pre-professional programs; library improvement; expansion of the computer center; improvement of the business school; and training in effective teaching methods. A summary of activities submitted for funding under Title III is attached as Appendix 52.

Obviously, the most important resource for the successful implementation of the enhanced Liberal Studies program of Kentucky State University is its instructional staff. As discussed in detail in the comments on Benchmarks II B-4, II B-10 and II B-52, KSU and its sister institutions are devoting considerable effort to the retraining and upgrading of existing faculty and the development of the expertise necessary to accomplish the goals of this program. The university believes that its present faculty, with the utilization of the retraining and upgrading resources that have become available under the Plan, will have the requisite skills and competencies to carry out the specified program. 8)

As noted in the comments on Benchmark II B-2, new faculty experiences in the special curriculum required for the College of Leadership Studies will also be used to improve the competencies of present KSU instructional personnel. In addition, during the 1982-83 year new faculty were appointed in physics and computer science, and a Ph.D. in English was appointed to operate a writing clinic.

The KSU administration has made clear its intention to meet its instructional personnel needs primarily through the retraining and upgrading of existing faculty. Indeed, with the exception of some faculty members who are on terminal appointment for reasons entirely extrinsic to the implementation of the Plan, there is no expectation of any faculty releases. On the other hand, the implementation of the College of Leadership Studies will entail the hiring of four new faculty members.

The Council on Higher Education, in response to a request from a legislative committee, has just completed a facilities usage report. Kentucky State University has also completed its own internal facilities use analysis. While there are differences in the report findings with regard to certain specifics (which are at present the subject of ongoing discussions between the Council staff and KSU administration), both reports indicate that at the present time existing classroom facilities at KSU are sufficient to support the programs to be undertaken under the Plan. Instead of creating additional classroom space, KSU is emphasizing, with the support of the Council, the upgrading of its existing facilities to improve utilization and to afford a more favorable learning environment. Capital improvement projects are discussed more fully in the comments on Benchmark II B-41.

While the KSU School of Business may at first appear far removed from the Liberal Studies thrust of the university, it is the intention of the institution to integrate significant portions of the curriculum, so that graduates of the business program will also have a very strong grounding in the liberal arts (an accomplishment ignored by most institutions). To strengthen the business program, KSU has requested of its sister public institutions a list of

distinguished Ph.D.-level faculty to work with it to review its business school curriculum, with a view towards the near-term achievement of accreditation by the National Association of Collegiate Schools of Business. The Council on Higher Education has identified a distinguished committee of senior faculty members from the other public universities to work with the KSU administration and faculty to develop a plan for the enhancement of the Business School. A listing of the committee members will be found at Appendix 53. A further step in enhancing the Business School, and therefore the entire university, is the recent request of Governor John Y. Brown, Jr. that KSU establish a Business Institute for Kentucky business and industry along the lines of the program conducted by the Harvard University Business School. No similar such program presently exists in the Commonwealth.

Several further steps are being taken to enhance KSU's School of Business. The university is committed to upgrading or hiring the faculty members necessary to ensure accreditation of the School of Business. One faculty member, Kenneth Bryant, is presently pursuing his Ph.D. in Business Administration at the University of Kentucky. David Coffee, who completed his Ph.D. in accounting in February, 1983, has agreed to accept an appointment to the faculty beginning in the fall 1983 semester. At least one additional position will be advertised and filled in the 1983-84 academic year. Space needs have already been assessed and the necessary reallocation of space and relocation of programs is planned for the 1983-84 academic year. Curriculum revision will be addressed in two phases. The core curriculum will be revised by Kentucky State University in cooperation with the team of distinguished faculty members from sister institutions described above. The team will also include members of the business community. The second phase of curriculum development will occur after faculty members have been upgraded or added in areas that need strengthening.

The computer science program at KSU will be strengthened by adding faculty members and purchasing additional hardware and software. One new position will be added to the

computer science faculty for the 1983-84 academic year. This addition, and the judicious use of experienced persons working for state government, will greatly strengthen the computer science program. In addition, \$72,391.50 worth of equipment arrived January 24, 1983, and will be installed and available to users this spring.

KSU has also entered into a cooperative arrangement with the state government and the other public universities for the establishment of the Governmental Services Center at Kentucky State University, described in detail at Benchmark II B-24 of the Plan. The operation of the Governmental Services Center will expand KSU's course offerings, bring practitioners and distinguished speakers to the campus to teach and interact with students and faculty, and supplement the other offerings of the institution. The enhancement of the scope of the university will thus redound to the benefit of all of its programs, as well as its general prestige and status.

The uniqueness of Kentucky State University is found in the nature of the overall institution. Unique among all Kentucky institutions, independent as well as public, the university will offer a distinguished, small-college, liberal arts education at a public university tuition rate. From the experience of other schools that have developed such an approach, this is a high-demand program which will have no significant competition from the public sector.

II-B-17A. The University of Kentucky, University of Louisville, and Kentucky State University will develop a cooperative program through which Kentucky resident Kentucky State graduates achieving a specified grade point average in a curriculum approved by the three cooperating institutions will be offered admission to the medical school of either the University of Kentucky or the University of Louisville, except that neither institution shall be obligated to offer admission under this program to a number of Kentucky State graduates in excess of three percent of its entering medical school class. This cooperative program will take effect with the Kentucky State graduating class of 1985 and will continue in operation for not less than a further five years.

Representatives from the two medical schools, the two dental schools, the undergraduate programs at the University of Kentucky and the University of Louisville along with faculty and administrators from Kentucky State University met on several occasions to develop programs for medical and dental admissions for KSU graduates in accord with Plan commitments. An all-day interinstitutional curricular workshop was held on June 23, 1982. Over 40 representatives from the three institutions participated in the workshop and addressed the enhancement of Kentucky State University's academic program for undergraduate students aspiring to admission to professional degree programs in medicine or dentistry.

The cooperative efforts of the three participating universities (UK, UL, KSU) produced the medical/dental admissions program shown as Appendix 54. Officials from each of the institutions are in agreement that implementation of the program as described will produce the desired results as committed in the Plan. A key ingredient to the ultimate success of this program is interinstitutional cooperation. Based upon the experiences gained from the series of meetings held to develop the program, there is every reason to conclude that cooperation among the three institutions is visible and evident.

II B-17B. The University of Kentucky, University of Louisville and Kentucky State University will develop a cooperative program through which Kentucky resident Kentucky State graduates achieving a specified grade point average in a curriculum approved by the three cooperating institutions will be offered admission to the dental school of either the University of Kentucky or the University of Louisville, except that neither institution shall be obligated to offer admission under this program to a number of Kentucky State graduates in excess of three percent of its entering dental school class. This cooperative program will take effect with the Kentucky State graduating class of 1985 and will continue in operation for not less than a further five years.

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II B-17C. The University of Kentucky, University of Louisville, Northern Kentucky University and Kentucky State University will develop a cooperative program through which Kentucky resident Kentucky State graduates achieving a specified grade point average in a curriculum approved by the four cooperating institutions will be offered admission to the law school of either the University of Kentucky, University of Louisville, or Northern Kentucky University, except that no one institution will be obligated to offer admission under this program to a number of Kentucky State graduates in excess of three percent of its entering law school class. This cooperative program will take effect with the Kentucky State graduating class of 1985 and will continue in operation for not less than a further five years.

Representatives of the state's three law schools and Kentucky State University participated in a series of meetings to develop a program in accord with the commitment to provide legal education opportunities to KSU graduates. A description of the program, developed jointly by the four participating institutions, is included as Appendix 55.

As with programs for other professional education opportunities under the Plan, interinstitutional cooperation was important to the development of the law school admissions program and remains critical throughout the successful implementation of the program.

II B-18. The Council on Higher Education will establish a program to provide for the recommendation for admission annually of not less than one qualified Kentucky-resident Kentucky State University graduate to veterinary medicine school under the contract space program administered by the Council.

The program developed to satisfy the Council's commitment in this benchmark may be found in Appendix 56. Historically, the Council on Higher Education only certifies that the applicant is a Kentucky resident who meets the minimum standards for admission to a veterinary medicine program. This procedure has never included the recommendation of an individual for admission and the veterinary schools have discouraged that approach. However, effective immediately the Council will recommend, by name, those KSU graduates who meet the tests of residency and minimum standards and will request the admission of at least one KSU graduate annually. In addition, Kentucky State University has been encouraged to strengthen its pre-veterinary program and to seek assistance from the veterinary schools and the University of Kentucky.

II B-19. Each executive cabinet will identify and submit to Kentucky State University a listing of those degree program and credit offerings that it deems necessary and useful for educational development of its employees.

On March 23, 1982 Governor Brown issued a memorandum to Cabinet Secretaries and Agency Heads directing them to take all measures necessary to meet the Commonwealth's commitment on this matter. Finance and Administration Secretary Fischer received the responses and prepared a consolidated listing for Kentucky State University and submitted a report to the university President on May 21, 1982. The complete report is included as Appendix 57.

II B-20. Kentucky State University will complete its review of state agency instructional requests and propose to the Council on Higher Education such additions or revisions to its program as may be necessary to provide for enhancement.

In April 1982, the Public Service Institute, a unit of the School of Public Affairs of Kentucky State University, submitted to the President of Kentucky State University an assessment of the academic needs of Frankfort-stationed employees of the Commonwealth of Kentucky that could be met by Kentucky State University, and the interest of those state employees in attending Kentucky State University. A copy of this report is found at Appendix 58.

The survey indicated that at least 1,300 employees in the Franklin County workforce are interested in courses offered by either the School of Business, the Department of Computer Science or the School of Public Affairs. No other area had a significant number of respondents express an interest in Kentucky State University offerings. The number of respondents indicating an interest in courses in the three major program areas are as follows:

<u>Courses</u>	<u>No. of Respondents Expressing Interest</u>
School of Business	
Accounting	427
Business Administration	575
Management	341
Marketing	75
Office Administration	151
Real Estate	41
Department of Computer Science	
Computer Programming	292
Computer Science	521
Data Processing	264
School of Public Affairs	
Public Affairs	214
Public Finance	92
Public Management	142
Public Planning	55

In May 1982, the Secretary of the Finance and Administration Cabinet submitted to KSU a report listing the degree programs and credit offerings deemed necessary and useful for the educational development of state employees. See response to Benchmark II B-19. This report substantiated the findings of the earlier survey conducted by Kentucky State University. Of the 13 agencies responding to the Governor's memorandum, 11 expressed an interest in bachelor's degree programs in Business Administration/Management, 9 in Accounting/Auditing, 8 in Office Administration/Secretarial Science, 8 in Computer Science and 7 in Public Affairs/Public Administration.

Of the 39 different bachelor's degree programs listed in the Secretary's report, Kentucky State University already offers 25 of these programs; moreover, Kentucky State University offers all of the degree programs which were identified by more than three state agencies. In total, KSU presently offers 90% of all programs requested by state employees.

The report submitted by the Secretary of the Finance and Administration Cabinet differed from the one prepared by Kentucky State University in that the Secretary's report

listed all potential academic needs of state government employees. Although there were requests for programs that Kentucky State University does not presently offer, the number of such requests were very few. Moreover, many of the academic areas identified in this report were either extremely technical in nature or offered at another public university in the vicinity of Frankfort. It is the conclusion of the KSU Administration that the establishment of these programs at Kentucky State University would not be cost effective and would not otherwise be warranted by the small number of individuals indicating potential interest.

The state committed \$109,688.72 in state tuition assistance for state government employees for the fall 1982 semester, of which Kentucky State University received \$37,509.35, or 34.2% of the total amount. In addition, of the 666 employees who were provided tuition assistance during the fall 1982 semester, 253 or 38.0% attended Kentucky State University. State government has approximately 29,000 employees of which 9,000, or 31%, work in Frankfort, the location of KSU. As state tuition assistance becomes more available in the future, Kentucky State University stands to gain in the number of state employees which it can attract to its many programs. Tables depicting state tuition assistance for the fall 1982 semester by university, and by state agency attending KSU, are attached as Appendix 59.

The Executive Order which was signed in satisfaction of Benchmark II B-24 provides that Kentucky State University is to be the recipient of all state tuition assistance which state employees shall receive unless such employees demonstrate extenuating circumstances which will allow them to attend other public universities in Kentucky. This program will provide a unique opportunity for Kentucky State University to serve government employees. Having the Governmental Services Center located on KSU's campus will also enhance the ability of the university to attract state employees. It is tuition assistance and the knowledge of programs at Kentucky State University which will attract more state

employees to Kentucky State, rather than a proliferation of programs which could not justify their implementation on the basis of enrollment and need.

In addition, the university has taken, or in conjunction with the Governmental Services Center is taking, the following actions to attract more state employees to Kentucky State University:

1. The Governmental Services Center has introduced approximately 407 Commonwealth employees to Kentucky State University by conducting weekly training workshops on KSU's campus.
 2. Contacts between Kentucky State University faculty and state employees have been promoted by KSU faculty members participating in weekly governmental services training programs.
 3. A special computer programming course has been offered to state employees by Kentucky State University faculty.
 4. KSU has conducted direct mail promotions based upon mailing lists provided to the university by the Governmental Services Center.
 5. All advertisements and publications relating to the Governmental Services Center refer to KSU in a prominent manner.
 6. KSU has been conducting classes in major state office buildings during the working day.
 7. Negotiations have been initiated between Kentucky State University and the Kentucky Division of Applicant Counseling to develop a program which would allow Kentucky State University faculty members to provide academic counseling to state employees and to provide career counseling to KSU employees.
- II B-21. The Council on Higher Education will approve requests for program changes or additions necessary to permit Kentucky State University to enhance its state government service mission.

As noted in the narrative discussion of Benchmark II B-20, Kentucky State Univ has informed the Council on Higher Education that the university's review of state instructional requests indicates that the requests can be met adequately by degree programs already in existence at the university. As a result of the university's review and assessment they have not requested any program changes or additions to enhance the institution's government service mission. Therefore, there has been no agenda item requiring Council approval in this regard.

II B-22. The Secretary of Finance, Personnel and Management will direct that the use of state training funds and tuition assistance is not to be approved for non-Kentucky State University programs where such a program is offered and available at Kentucky State University except as otherwise restricted by pre-existing contractual obligations or where geographically inappropriate.

The Commissioner of Personnel, by official memorandum to all Cabinet Secretaries, ruled that state employee tuition assistance requests would be honored for employees living and working in Franklin and adjacent counties only for attendance at Kentucky State University. Exceptions will be made in selected instances, such as in cases where Kentucky State University does not offer requested courses or academic programs. A copy of the Commissioner's memorandum is included in Appendix 60. Similar agreements related to the training of state employees are being negotiated between the Secretary of Finance and Administration (formerly the Secretary of Finance, Personnel and Management) and the President of Kentucky State University in response to Benchmark II B-24.

II B-23. The secretary of the Finance and Administration Cabinet will convene representatives of the Council on Higher Education, Kentucky State University, and the other public universities to commence planning for the establishment of a State Governmental Services Center at Kentucky State University.

A series of meetings were held between representatives of Kentucky State University, the Finance and Administration Cabinet and the Council on Higher Education to plan development and implementation of the Governmental Services Center at Kentucky State University.

II B-24. The State Governmental Services Center at Kentucky State University commence operations. Such directives of the Governor as are necessary to implement Center are to be promulgated.

An Executive Order (82-688) was issued by the Governor in August 1982 and memorandum of understanding was signed by all parties, and operations began at the Governmental Services Center at Kentucky State University on September 1, 1982. Copies of these documents are included as Appendix 61 and Appendix 62. A news article describing the implementation of the Governmental Services Center is provided as Appendix 63.

In February 1983, Governor Brown issued Executive Order 83-156 providing for the transfer of control of the Governmental Services Center to Kentucky State University, specifying the schedule for implementing that transfer, and establishing the Governmental Services Center Authority as the governing board for the Governmental Services Center at Kentucky State University. The organization and duties of the Authority reflect a true partnership between the University and Commonwealth in meeting the educational and training needs of state agencies and their employees. A copy of Executive Order 83-156 is attached as Appendix 64.

The Authority is composed of five members, a majority of whom are selected by the President of the university. The university President serves as Chairman of the Authority and will appoint two additional members. The Commonwealth's Secretary of Finance and Administration and Commissioner of Personnel also serve on the Authority by virtue of office. The Authority has final authority over all matters relating to the operation of the Governmental Services Center, including employment of the Executive Director and the establishment of bylaws for the governance and control of the Center.

Under the terms of Executive Order 83-156, the Authority will submit to the Governor by October 1, 1983 recommendations for improvements that may be needed in the organizational structure or functions of the Authority and the Center. The Governor will review the recommendations and make any changes in the Authority or in the Center operation that he deems appropriate. Changes approved by the Governor will be implemented by November 1, 1983.

As was stated in Executive Order 82-688, the Center is located on the Kentucky State University campus. The provisions of that Executive Order not in conflict with Executive Order 83-156 remain in force.

II B-25. The master's program in public affairs will be strengthened by the implementation of a revised curriculum, initiation of faculty exchanges with the University of Kentucky and Eastern Kentucky University and the scheduling of not less than four seminars conducted by state agency officials.

Kentucky State University has completed a revision of the master's of public affairs program and has implemented curricular revisions designed to strengthen the program. A series of faculty exchanges has been initiated for the 1982-83 academic year that will result in faculty members from the public affairs programs at Eastern Kentucky University and the University of Kentucky offering four seminars each at Kentucky State University. The public affairs faculty at Kentucky State University will offer four seminars divided between Eastern Kentucky and the University of Kentucky. This approach was recommended by representatives of the Kentucky State University public affairs program as the most helpful and practical approach to faculty exchanges during the initial year of curricular revision implementation.

Governor John Y. Brown, Jr. conducted a seminar to discuss financial management philosophy and policy on April 18, 1983. In addition, several state officials have made presentations in the Public Affairs programs including:

Ms. Tanya Gritz - Director of the Office of Debt and Investment Management
Kentucky Finance and Administration Cabinet;

Mr. Edward Carter - Deputy Executive Director of Financial Affairs, Kentucky
Council on Higher Education;

Mr. Ronald Carson - Deputy Budget Director, Kentucky Finance and Administration
Cabinet; and

Mr. Donald Judy - Assistant Director for Budget Review, Kentucky Legislative
Research Commission.

Appendix 65 contains further information about the revised curriculum, the faculty
exchange program and the state agency officials seminars.

II B-26. The state will initiate a state government intern and cooperative education
program for Kentucky State University students, and will enroll not less than
twenty students during the 1982-83 academic year and not less than
fifteen students for the summer of 1983, and for each succeeding
summer and academic year through the life of the Plan.

In fulfillment of the Commonwealth's commitment in this area, the Kentucky
Higher Education Assistance Authority (KHEAA), an agency of the State, entered into an
agreement with KSU in September 1982 to provide placements for KSU students. During the
fall 1982 semester, twenty-two KSU students participated in the KHEAA program, which is
being continued through the spring 1983 semester. KHEAA Executive Director Paul Borden
has notified the Council of the excellent performance of the KSU students and his intention

to expand the program for the coming year. A copy of Mr. Borden's letter to this effect is attached as Appendix 66.

Recognizing that intern and cooperative education opportunities should be available throughout state government to afford the range of placements necessary to fully serve KSU students, the state Commissioner of Personnel and the President of Kentucky State University have entered into an interagency Memorandum of Understanding that provides for a jointly administered statewide internship and cooperative education program for KSU students. A copy of the Memorandum of Understanding is attached as Appendix 67.

II B-28. The Council on Higher Education, in conjunction with the University of Kentucky and Eastern Kentucky University, will complete reviews of their master's programs in public affairs/administration to determine whether educationally unnecessary program duplication exists. If such duplication is found to exist, the Council on Higher Education will initiate corrective action consistent with the commitment under this Plan to strengthen the program of Kentucky State University.

The Council on Higher Education, in conjunction with Eastern Kentucky University, Kentucky State University and the University of Kentucky, established an ad hoc review procedure acceptable to all parties and completed a comprehensive review of the master's programs in public affairs/administration at the three institutions and determined that educationally unnecessary program duplication does not exist. The review concluded in part that "differences are apparent in the thrusts of the programs, that these differences are related to program goals . . . and that few residents from the Kentucky State University service area enroll . . . in the other programs, and for those that did enroll, extenuating circumstances were present." A copy of the complete analysis is included in Appendix 68.

II B-30. The Kentucky State University Board of Regents will appoint a Community Advisory Committee, broadly representative of the community, to provide the Regents and the administration of the university with regular liaison and guidance as to the needs and

interests of the community served by the university and to advise on employment opportunities and manpower needs.

The Kentucky State University Board of Regents appointed 25 distinguished citizens to a Community Advisory Committee. The initial meeting of this Committee was held on May 12, 1982. A letter notifying the Council on Higher Education of the Committee's appointment and a list of those individuals appointed is included as Appendix 69.

II B-31. Consistent with the redefined community college mission component, Kentucky State University will have completed a review of existing or proposed new programs and gained Council on Higher Education program approval where necessary.

Kentucky State University has completed a review of existing programs which resulted in the suspension of eleven academic programs. Among the list of suspended programs were three associate degree programs and a one-year certificate degree program (generally considered to be community college programs). A listing of those programs is included in Appendix 70.

University officials report that no new programs have been identified as being required at this time, and consequently no Council action is required. However, program review and the consideration of additional programs is continuing. More detailed information concerning this matter is contained in Appendix 71 and Appendix 72.

II B-32. Kentucky State University will establish revised, or will continue to offer, coursework in essential associate degree programs.

Kentucky State University officials report that the institution will continue to offer coursework in all existing associate degree programs except those addressed in Benchmark II B-31. Furthermore, the program review process is continuing and, as a part of that process, revised or new programs may be considered or added and existing programs may be eliminated.

II B-33. Kentucky State University will initiate necessary consolidations of existing programs found to be unproductive but essential to the community college mission component and will eliminate programs found to be nonessential.

Kentucky State University officials report that no program consolidations have been completed or are contemplated at the present time. As indicated earlier, three associate degree and one certificate program have been suspended.

II B-34. Kentucky State University will identify and include in the academic program plan new programs required to complete the redefined community college mission component.

Currently, no new programs have been identified as necessary to complete the redefined community college mission. However, Kentucky State University officials report that they will continuously review academic program needs and will develop new program proposals as needs are identified.

II B-36. Arrangements will be concluded between Kentucky State University, the University of Louisville, University of Kentucky and Eastern Kentucky University for the development of an interinstitutional graduate center on the Kentucky State University campus.

Representatives from Kentucky State University, the University of Louisville, the University of Kentucky, Eastern Kentucky University and the staff of the Council on Higher Education participated in a series of meetings in the spring of 1982 to develop an interinstitutional graduate center on the Kentucky State University campus. Arrangements have been concluded for the initiation of the interinstitutional graduate center, as described in the July 8, 1982 letter from the President of Kentucky State University, included as Appendix 73.

II B-37. Master's programs in business administration, education, and other program areas to be offered at the Graduate Center will be designated, institutional roles will be defined, and initial offerings will be published.

Representatives from all institutions participating in the Graduate Center met on several occasions to discuss Center operations and courses to be offered. Kentucky State

University representatives have developed plans for the Center's organization and mode of operation. Drafts of the graduate center organization and a cooperative agreement for operating the center are included in Appendices 74 and 75. A permanent graduate center director has been selected by the President of Kentucky State University.

Upon appointment of the director and implementation of the recently approved administrative reorganization in July, permanent operational arrangements will be finalized between the participating universities.

Representatives of the other participating schools identified courses that could be offered in August 1982. Based on that exercise and a review of an interest survey conducted by KSU, a series of courses in various disciplines was identified for possible offering in August, 1982. The group agreed to list all possible courses and to conduct a preregistration session to further identify public interest. Final registration was conducted in late August and courses that drew sufficient enrollment are being offered. The involved universities participated in the preregistration and the registration processes.

Specifically, Eastern Kentucky University has agreed to offer courses in education, law enforcement and business; the University of Kentucky has agreed to offer courses in education, social work, business economics and arts and sciences, and; the University of Louisville has agreed to offer courses in education, justice administration, and social work.

The initial offerings received wide publicity through an announcement placed in The State Journal (the Frankfort, Kentucky daily newspaper). A final decision was made concerning the number of courses that are being offered based on the number of students who enroll in each course. A copy of the announcement is included as Appendix 76.

II B-38. The participating universities will ^{begin to} develop long range plans and program offerings based upon enrollment projections and needs assessments.

Kentucky State University noted that the development of long-range plans and program offerings are heavily dependent upon the completion of registration for the initial

offerings of the interinstitutional graduate center and must be developed after the graduate center has had reasonable exposure within the university's service area. While representatives of the participating universities have discussed long range plans for the center, they agreed to concentrate their initial energies and time available on the immediate delivery of course offerings. Meetings are continuing towards the development of long-range plans for the center.

II B-39. The Governor will place in the executive budget an annual appropriation of not less than \$9.3 million for Kentucky State University.

In its 1982 regular session, the Kentucky General Assembly enacted House Bill No. 295, the "Appropriation Bill." Upon the recommendation of Governor John Y. Brown, Jr., the legislature appropriated state funds to Kentucky State University as follows:

1982-83	\$9,399,100
1983-84	\$9,599,100

The section of the Governor's budget relating to Kentucky State University is included as Appendix 77. The section of House Bill No. 295 which relates to appropriations for higher education is included as Appendix 78. (See Benchmark II B-44.)

II B-41. Kentucky State University Regents will complete a physical facilities inventory to determine areas of priority need and potential cost savings. The Council on Higher Education and the Governor will recommend such capital improvements as are required to achieve the program mission of Kentucky State University as provided under this Plan.

The Kentucky State University Board of Regents authorized the employment of a local architect and charged him with the responsibility of completing the physical facilities inventory. His report which was accepted by the Board of Regents on July 29, 1982 is enclosed as Appendix 79. This facilities inventory report has been reviewed by the Council staff.

Kentucky State University has also submitted to the Council on Higher Education a project report, in priority order, of physical facilities projects that are considered essential

to achieve the program mission of Kentucky State University. The report identifies physical facilities projects for the period 1982-83 through 1985-86, and is attached as Appendix 80.

The Kentucky State University physical facilities project report provides the following information:

* 1982-83:

- Projects in priority order;
- Estimated cost for each project;
- Source of funds for each project; and
- Scheduled date of completion for each project.

* 1983-84:

- Projects in priority order;
- Estimated cost for each project; and
- Potential source of funds.

* 1984-85 and 1985-86:

- Projects in priority order; and
- Estimated cost for each project.

The initiation of projects proposed for 1983-84 and beyond is subject to the Kentucky Revised Statutes which provide that projects in excess of \$200,000 may be undertaken only upon certification of the availability of funds and with the approval of the legislature, unless the expenditure is required to meet an emergency situation as defined by law. As stated in the report, requests and subsequent recommendations for projects identified for the 1984-86 biennium will be handled by the normal biennial budget request process. The state's procedures for capital construction projects are attached as Appendix 81.

Both the Governor and the Council on Higher Education have shown their commitments to needed capital improvements at Kentucky State University. The Council on Higher Education allocated to KSU the entire Major Maintenance Fund for the state's public universities for 1982-83, amounting to \$1,000,000. The Governor also allocated Kentucky State University an additional \$452,500 from the Emergency Repair, Maintenance, and Replacement Fund. These appropriations ensured that significant capital improvements

would be initiated, and some completed, during the 1982-83 fiscal year. Aggregate fund sources for 1982-83 projects are identified at Appendix 82. An excerpt from the Commonwealth's budget for the 82/84 biennium, which sets forth the current fund approvals afforded KSU, is attached as Appendix 83. In addition, the Council's Finance Committee has adopted a policy for distributing the \$1.5 million emergency maintenance repairs fund for the 83-84 fiscal year, which makes exception for needs identified in the Plan. A copy of this policy is attached as Appendix 84.

The Commonwealth, through the Governor and the Council on Higher Education, will maintain its already demonstrated commitment to capital improvements at Kentucky State University through the life of the Plan to ensure the continued enhancement of the institution and its programs. In the conduct of their responsibilities to recommend to the legislature capital projects (including facilities, equipment and library acquisitions) for the public colleges and universities, the Governor and the Council will fulfill this commitment by recommending funding during the life of the Plan for the capital requirements of KSU as identified in the Plan and its amendments in the form of a separate supplemental recommendation embodying the commitments made under this Plan. The Governor will make the passage of funding of such supplemental recommendations a matter of the highest priority. If needed capital funds are not appropriated by the legislature, the Governor and the

Council will make their best efforts to assist KSU in obtaining these funds from other sources.

II B-42. Kentucky State University Regents will apply accrued savings for current fiscal year to meet enhancement needs.

Kentucky State University has adjusted its operating budget to reduce its recurring state-support needs for the 1982-83 fiscal year. A description of source and use of these savings is included as Appendix B5. This adjustment in the operating budget meets the 1982 portion of the commitment.

In meetings between the Council staff and the Kentucky State University administration, Council staff has encouraged and offered its assistance to Kentucky State

University in the preparation of a program to apply accrued savings to enhancement needs. The university has identified accrued savings required in the Plan for the purposes of enhancement efforts in physical facilities and equipment, program realignment, scholarships, faculty improvement, and library enhancement.

II B-43. The Kentucky State University Board of Regents will review the Plan each fiscal year in accordance with Council policy to guide fiscal planning for the following fiscal year period.

Since Plan approval, the Kentucky State University Board of Regents and its Budget and Finance Committee have reviewed and been aware of commitments made in the Plan as a guide for fiscal planning for the 1982-83 fiscal year. Minutes of Board and Committee meetings indicate that knowledge of commitments for the university to generate savings and to apply these savings to meet enhancement needs influenced the budget-making process for fiscal year 1982-83. This information and documentation relative to Benchmark II B-42 indicate that the 1982 portion of this benchmark has been met.

II B-44. The Governor will include in the executive budget for the 1982-84 biennium a special fund in the amount of \$400,000 to be used at the discretion of the Kentucky State University Board of Regents for the purpose of initiating enhancement activities called for under this Plan.

The Governor of the Commonwealth included in his budget recommendations a special appropriation for Kentucky State University in the amount of \$400,000 for the 1982-84 biennium. The legislature, through House Bill No. 295, approved an appropriation of non-recurring funds of \$100,000 in fiscal year 1982-83 and \$300,000 in fiscal year 1983-84. These funds shall be used only to implement enhancement programs. See Benchmark II B-39 and Appendices 76 and 77.

II B-45. A comprehensive land-grant activity plan, detailing specialty areas, personnel needs and types of projects will be completed by Kentucky State University.

Kentucky State University is operating its land-grant programs under memorandum of understanding, a comprehensive program of work delineating the cooperative relationship between KSU and the University of Kentucky (the 1862 land-grant institution in Kentucky) and a comprehensive program of agricultural research for Kentucky developed jointly by the two land-grant institutions. These documents, as accepted by the U. S. Department of Agriculture, collectively represent a comprehensive activity plan. They are included in Appendix 86 along with correspondence from Mary Nell Greenwood, Administrator of Extension Services (Appendix 87.)

The Commonwealth has approved, in the 1984-86 biennial budget, the construction of an agricultural research facility at Kentucky State University. The facility, to be constructed with federal funds, will substantially enhance the university's ability to conduct research projects which are an integral part of the land-grant mission. The new laboratory facilities provided in the building will provide an opportunity for students to participate in research projects as research assistants, particularly providing research experience for scientific pre-professional students. Such an approach strengthens the university's ability to complete research while providing unusual opportunities for undergraduate students to be involved in meaningful research projects. This facility will also provide a centralized location for much of the university's research equipment, and an electron microscope owned by the university but not presently used. As noted above in the response to Benchmark II B-4, a KSU faculty member has received retraining on the electron microscope during the 82-83 academic year.

II B-47. The Governor will direct state agency heads to identify qualified personnel to assist Kentucky State University in the implementation of its land-grant program of services.

On March 23, 1982, Governor Brown issued a memorandum to Cabinet Secretaries and Agency Heads directing them to provide names, titles and addresses of individuals from the respective units of state government who are qualified to assist Kentucky State University

in the implementation of its land-grant functions. (See Appendix 88 for a copy of the Governor's memorandum.) The agency responses were sent to the Council on Higher Education and were, in turn, forwarded to Kentucky State University officials. Copies of agency responses are included as Appendix 89. Kentucky State University contacted each individual by mail, informing the individual that the university would contact him/her as his/her expertise is needed. (KSU letter appears as Appendix 90.)

II B-48. The Kentucky State University Board of Regents will notify faculty of the implications of the enhancement plan.

On July 21, 1982, the chairman of the Kentucky State University Board of Regents issued a memorandum to all faculty and staff announcing the availability of the Relocation Committee (Benchmarks II B-53/54). The chairman's letter is included as Appendix 91.

On August 16, 1982, the President of Kentucky State University and the Dean of Educational Services each made oral presentations to the entire faculty regarding progress made in implementing the Plan and implications of decisions that must be made by the university. The August 17 issue of The Courier-Journal carried a news story about the faculty meeting with the President and the Dean of Educational Services. A copy of the article is included as Appendix 92.

The President, in consultation with the Board of Regents, has spoken to the faculty on three occasions with regard to the implications of personnel needs contained in the Plan. The university has committed itself to retraining or upgrading present faculty whenever possible, and no faculty member will be released as a consequence of the Plan unless that person either chooses not to accept retraining or upgrading, or cannot be retrained or upgraded for assignment to a new position within the university.

II B-49. Kentucky State University will complete individual faculty evaluations.

The President of Kentucky State University notified the Council on Higher Education via a letter dated July 16, 1982 that, "Student evaluations of the faculty have been

completed and are on file in the (university's) Office of Educational Services. Faculty self reports have also been completed, and are on file in the respective offices." The President's letter is included as Appendix 93.

In addition, in order to determine the faculty needed to carry out the institution's revised mission, the Kentucky State University administration has required the faculty to complete "distribution-of-effort" forms. A copy of this form is attached as Appendix 94. The information provided on these forms indicates that some faculty are not undertaking assigned duties or have failed to successfully complete those duties. In addition, the deans and departmental chairpersons are evaluating the performance of each faculty member. The result of these evaluations, in conjunction with the distribution-of-effort forms and the student evaluations, will permit the administration to finalize plans for retraining and upgrading current faculty and to identify areas in which to hire new faculty members with skills not available or obtainable on campus.

II B-52. The Kentucky State University Board of Regents will initiate the allocation of resources to support appropriate retraining and upgrading of faculty.

Kentucky State University has evidenced its commitment to faculty retraining and upgrading by allocating \$130,793 for such purposes during the 1982-83 academic year. The source of this money is the special KSU enhancement fund placed in the Governor's budget and appropriated by the legislature (see Benchmark II B-44) combined with internally-generated institutional funds. This is a sizeable allocation of funds for KSU, an allocation that is all the more significant since prior to this academic year, the university's funding of such efforts was almost nonexistent. The \$130,793 figure also represents a further increase of 225% above the university's initial allocation for the 1982-83 academic year. A copy of the July 12, 1982 letter from Kentucky State University's President relating to Benchmark II B-4 is included as Appendix 95. Also see Appendix 96. Detailed information concerning the retraining and upgrading program may be found in Benchmark II B-4.

In addition, to enhance KSU's retraining and upgrading program, the University of Kentucky and the University of Louisville have each agreed to provide tuition waivers for three KSU faculty members per semester for the life of the Plan. Copies of letters from these two universities making these commitments are attached as Appendix 48.

II B-53. An organizational meeting of the Relocation Committee will be held and will be staffed by the Council on Higher Education.

The first meeting of the KSU Faculty/Staff Relocation Program Committee was held on June 3, 1982. A list of the members of the Committee may be found in Appendix 97. The Council Executive Director has appointed Mr. Larry Fowler and Mr. Sherron Jackson to assist in meeting the Committee's start needs. The two staff members are responsible for day-to-day operation of the program under the general guidance of the Executive Director and the Committee.

II B-54. The processes and procedures to be used in the operation of the Committee will be submitted to all public higher education institutions in Kentucky.

The Policies and Procedures to be used in the operation of the relocation program were formally disseminated on August 1, 1982. Several modifications were made during the period from June 3, 1982, when the initial draft was considered, to July 30, 1982. Most of these changes were the result of analyzing actual experience during the initial two months of operation of the program. The adopted Policies and Procedures may be found in Appendix 98.

II B-55. Each public higher education institution will be required to submit a list of all vacancies to be filled and to include criteria for applicant eligibility.

The requirement for all public institutions to submit vacancies to the Relocation Program Committee may be found in Section VI-A of its Policies and Procedures (Appendix 98). All institutions have submitted vacancies. The vacancies, submitted by EEO-6 category, through August 13, 1982, were as follows:

Executive/Administrative/Managerial	- 1
Faculty	- 70
Professional Nonfaculty	- 48
Secretarial/Clerical	- 37
Service/Maintenance	- 17
Skilled Crafts	- 6
Technical/Paraprofessional	- 23
TOTAL	202

II B-58. The evaluation of presidential performance will be completed by the Kentucky State University Board of Regents.

The KSU Board of Regents voted in the fall of 1981 to conduct an evaluation of the performance of the then current President. While this performance evaluation was taking place, the President on March 15, 1982, submitted his resignation effective June 30, 1982. On May 25, 1982, the Board of Regents appointed Raymond Burse as Acting President, to serve from July 1, 1982, until such time as a permanent President was chosen. Mindful of the urgency of stabilizing the Administration, the Board embarked on an accelerated search for a permanent President. After reviewing the applications submitted by 181 persons, on October 21, 1982, the Board appointed Mr. Burse as permanent President. A native Kentuckian, Mr. Burse came to the university from the law firm of Wyatt, Tarrant and Combs in Louisville. He received his bachelor's degree at Centre College, earned his law degree at Harvard University, and studied at Oxford under a Rhodes Scholarship. A copy of Mr. Burse's resume and a biographical statement are attached as Appendix 99.

II B-59. An evaluation of the Kentucky State University administrative structure will be completed by the Board of Regents.

The evaluation of KSU's internal administrative structure was necessarily delayed until a permanent President was in place. Immediately upon his inauguration, President Burse

identified this as a top priority. On January 20, 1983, the President submitted to the Board of Regents his proposal for reorganizing the entire administrative structure of the university. A copy of KSU's organizational structure as it existed on July 1, 1982, is attached as Appendix 100. A copy of President Burse's proposed reorganization is attached as Appendix 101.

The Board of Regents adopted the new administrative reorganization at its meeting on March 3, 1983. The administrative reorganization as approved by the Board of Regents will be completely implemented by July 1, 1983.

II C-1. The Council on Higher Education will promulgate standards for the review and elimination of educationally unnecessary duplicative programs, taking into account the commitment to ensure that program duplication decisions favor the enhancement and strengthening of Kentucky State University, and will develop program review standards particularly applicable to Kentucky State that are supportive of its enhancement.

The Council on Higher Education has procedures in place for the review of both new and existing academic programs, which include the consideration of unnecessary program duplication.

Review procedures for new programs are set forth in the Council document entitled "Process, Procedures and Proposal Format for Proposed New Programs," adopted November 12, 1981, and attached as Appendix 15. This review includes considerations of unnecessary program duplication (see the identified document at Part I, Section II, B, 3, and Part II (proposal format) at Sections 3.02, 3.03 and 3.05).

Review procedures for existing programs consist of two types. The first is the ongoing existing program review set forth in the Council document entitled "Procedures for Review of Existing Programs," included as Appendix 14. The ongoing review of existing programs is designed to ensure that all academic programs are reviewed every five years. The five-year schedule for the review of existing programs is included in Appendix 102. Degree programs

at all institutions and at all levels within a given discipline (A.A., B.A., M.S., Ph.D., etc.) are reviewed simultaneously under this procedure. The second type of review of existing programs is a special review conducted by the Council at any time upon the request of any of the state's public institutions of higher education. The criteria used in such a review are the same as those used in the ongoing review of existing programs.

The Council's review of existing programs explicitly includes consideration of unnecessary program duplication. In its conduct of such reviews, the Council will give particular attention to existing programs at Eastern Kentucky University, the University of Louisville, and the University of Kentucky to assess whether such programs would unnecessarily compete with the enhanced mission of Kentucky State University or will prevent it from achieving that mission.

The Council's procedures for program review are described more fully in a staff memorandum included as Appendix 102.

Development of the liberal studies curriculum, the College of Leadership Studies, and the pre-professional programs at Kentucky State University is central to achievement of the university's new and revised mission. The Council will deny registration to any academic programs at Eastern Kentucky University, the University of Kentucky, or the University of Louisville that are determined to be educationally unnecessarily duplicative of the Kentucky State University programs in these areas. The same policy will be followed in reviewing programs that are subsequently identified as necessary to the mission development of Kentucky State University.

All of the existing programs at the public universities will be reviewed by the Council during the five-year period beginning 1981-82. At the present time, KSU has not requested the Council to conduct any special duplication reviews of existing programs.

II C-2. Unduplicated or new high demand programs to be offered at Kentucky State University and an implementation schedule for each such program will be designated.

Enrollment projections for the unduplicated and high demand programs are to represent not less than one-third of the undergraduate enrollment at Kentucky State by the fall, 1986, semester.

KSU and the Commonwealth of Kentucky are committed to have unduplicated and new high demand programs placed at KSU as one means of enhancing KSU, in light of its revised mission. In meeting this commitment, however, Kentucky is taking the innovative approach of developing entirely new curricula and programs for the university that are unique in the Commonwealth. Taken together, these new programs will go far beyond what any other similarly situated institutions have attempted to do, in that they will ensure that the entire institution is unique. Combined with small class size, individualized instruction and other methods of enhancing KSU's academic program plan, these unduplicated and new high demand programs will serve to attract students to KSU as a premier public university.

Unduplicated or new high demand programs to be offered at KSU include the following:

- * concentrated liberal studies curriculum;
- * Whitney M. Young College of Leadership Studies;
- * pre-professional programs in medicine, dentistry and law with assured admission provisions;
- * extensive programs for state employees through the Governmental Services Center; and
- * new degree programs in microcomputers and transportation management (under consideration).

The Liberal Studies curriculum will represent a new, high demand program that is unduplicated in the Commonwealth, with an array of courses and method of delivery that are new and unique to public higher education in the state. On March 3, 1983, the Board of Regents of Kentucky State University approved the full implementation of the Liberal

Studies curriculum. The implementation of this curriculum will be a major step towards defining KSU as a distinguished liberal arts institution. Beginning with students entering in the fall of 1983, every KSU baccalaureate candidate will be required to have successfully completed the specified liberal arts curriculum. A complete description of the Liberal Studies curriculum is provided in the response to Benchmark II B-2 and at Appendix 40.

The Liberal Studies curriculum at KSU is readily distinguishable from that offered by the other public universities in the state. The curriculum requires a total of fifty-eight credit hours in the areas of the traditional liberal arts, learning-communication skills, mathematics and the sciences, health education and integrative studies. In conditionally accepting the curriculum, the university Regents premised their approval on a likely increase in the required integrative studies component to approximately one fourth of the entire required curriculum. As discussed in the response to Benchmark II B-2, students attending the other public institutions do not have nearly such stringent liberal arts requirements: for example, at six of the institutions (including the two comprehensive universities) a student could graduate without having taken any courses in art, music or philosophy, and without any exposure to the increasingly important interdisciplinary area of integrative studies. Alone among Kentucky's public institutions, only Murray State University requires any integrative studies, and that requirement is less than half the amount proposed for the KSU phase two curriculum. Only at Kentucky State University would a student be required to successfully complete so comprehensive a liberal studies program. By requiring this program of all students pursuing a baccalaureate degree (regardless of their major or college), KSU will achieve several significant goals. First, it will attract those students who are seeking a concentrated, serious liberal studies program. Second, the program will be assured of the critical mass necessary to deliver a quality academic curriculum with the resources available to a public university.

The liberal studies curriculum has been reviewed by experts to ascertain the degree to which it represents a clearly distinguishable program unique among Kentucky public

institutions. In support of this contention is submitted a letter from Dr. Lewis Cochran, formerly Vice President for Academic Affairs at the University of Kentucky and most recently Executive Vice President at Kentucky State University, attached as Appendix 103. Also attached at Appendix 104 for purposes of contrast, are the general education requirements of the other public universities in the Commonwealth.

Projected enrollments in the Liberal Studies curriculum are as follows: fall 1983--315 students; fall 1984--470 students; fall 1985--570 students; fall 1986--615 students.

The Whitney M. Young College of Leadership Studies is another new program that will be unduplicated in the Commonwealth. The immediate response to the announcement of this new program evidences not only a high demand but also a recognition among the citizens of the state that KSU could be looked to for innovative, high quality academic programs. That is an accomplishment that bodes extremely well for the ability of the university to establish itself as a highly competitive institution. A complete description of the offerings of the College of Leadership Studies is provided in the response to Benchmark II B-2 and at Appendix 42. Enrollment projections for the new College of Leadership Studies are as follows: fall 1983--60 students; fall 1984--100 students; fall 1985--115 students; fall 1986--125 students. Substantially all of the enrollment in this program will be full-time, daytime students.

The pre-professional programs for students interested in pursuing professional studies in medicine, dentistry or law at one of the state's public professional schools are also new and entirely unduplicated programs. A complete description of these programs is provided in the responses to Benchmarks II B-17A, II B-17B and II B-17C. Enrollment projections are as follows: fall 1983--20 students; fall 1984--45 students; fall 1985--70 students; fall 1986--100 students. Substantially all the enrollment in this program will be full-time daytime students.

The establishment of the Governmental Services Center at Kentucky State University carries with it the requirement that state employees seeking to take postsecondary courses

must take them at KSU unless certain extenuating circumstances exist. By setting this requirement, the Commonwealth has by executive fiat established KSU's programs designed to serve state employees as high demand programs. With fully one third of all state employees resident in the Frankfort area, this mandate creates a considerable student pool for the further development of the university. While enrollment projections are presently indeterminate, during the first six months of the program 253 state employees enrolled at KSU under the state's tuition assistance plan, a number directly proportionate to the available market. It is the view of the Council on Higher Education and the university that such early numbers indicate a very substantial student clientele in this category.

New degree programs have been identified by KSU for possible implementation in the areas of microcomputers and transportation management. Both of these programs will be new high demand programs that are unduplicated by the other public universities in Kentucky. A description of these new programs is provided at Appendices 44 and 45.

The overall enrollment projections for KSU's unduplicated and new high demand programs may be summarized as follows:*

Liberal Studies Program

	FR	SO
1983	315	—
1984	280	190
1985	300	270
1986	300	315

Pre-Professional Program

	JR	SR
1983	20	—
1984	27	18
1985	46	24
1986	59	41

College of Leadership Studies

	FR	SO	JR	SR
1983	60	—	—	—
1984	60	40	—	—
1985	60	40	15	—
1986	60	40	15	10

*The projected enrollments for these three programs represent unduplicated headcount enrollment by student classification and academic year. The projected first year students in the Liberal Studies Program will be comprised of new students entering the institution and students moving from the Community College into the new program. The projected enrollments for each classification and each academic year reflect progression through, as well as attrition from, each of the programs.

Aggregate Unduplicated and New High Demand Programs

	FR	SO	JR	SR	Total	Total as Percent of		
						Total Headcount (2200)	Total FTE (1450)	Full-Time Headcount (1150)
1983	375	—	20	—	395	18%	27%	34%
1984	340	230	27	18	61	28	42	53
1985	360	310	61	24	755	34	52	66
1986	360	355	74	51	840	38	58	73

Note: The three comparison statistics (total headcount, total FTE and full-time headcount enrollment) are all reported since the liberal studies, pre-professional, and leadership studies programs, although not limited to, will attract primarily, full-time students.

The Council on Higher Education is committed to ensuring that these unduplicated programs are not educationally unnecessarily duplicated by the Commonwealth's public universities. The Council further commits that it will not approve any new programs at the other seven public universities that would have the effect of removing the unduplicated or high demand nature of KSU programs. If the actions taken to enhance KSU do not result in the white full-time Kentucky resident undergraduate enrollment at KSU being at least 40% of the school's total full-time undergraduate Kentucky resident enrollment as of the fall 1984 term, then KSU will inaugurate and the Council will approve additional new high demand programs for implementation in the 1985-86 academic year, which will enroll at least 200 students by the end of the Plan period.

II E. The Commonwealth is committed to withholding approval of any changes in the operation of the state system or of any institution that may have the effect of thwarting the achievement of its desegregation goals.

Kentucky Revised Statute 164.020(3), as amended by the 1982 Kentucky General Assembly, directs the Council to "... approve the minimum qualifications for admission to the public institutions of higher education." Pursuant to this statutory mandate the Council on Higher Education adopted revised minimal standards for admission to Kentucky colleges and universities at its January 13, 1983 meeting.

The revised minimal standards continue Council policy of requiring graduation from high school, and completion of the ACT examination as prerequisites for admission. In addition, beginning in 1987 students admitted to university programs are required to complete a 20 unit, pre-college curriculum as is described in Appendix 105. Each university may admit up to 20% of its entering freshmen without the pre-college curriculum. The pre-college curriculum requirement does not apply to community college admission.

The Council on Higher Education conducted ten public hearings across the state to hear public reaction to the pre-college curriculum requirements. In addition, the Programs Committee and full Council heard from several groups, especially during the January, 1983, meeting of the Council. At that meeting, Dr. Samuel Robinson, President of the Lincoln Foundation (and a gubernatorially-appointed member of the Kentucky Higher Education Desegregation Plan Implementation Committee), spoke on behalf of the Task Force on Desegregation of Institutions of Higher Learning of the NAACP. Dr. Robinson said that the guidelines presented "an extremely positive approach" to improving the level of preparation of college-bound students.

Dr. Joyce Howell, a Louisville physician, speaking on behalf of the State Education Committee of the NAACP, said her group agreed with the need for admissions standards, and emphasized that the community colleges should retain open admissions policies to give every student the opportunity to attempt a college education.

The Reverend Melvin Hughes, First Vice President of the Kentucky Conference of the NAACP, said that the admissions guidelines should be in full accord with all the applicable state and federal statutes and regulations that bar discrimination.

These speakers, and others, did caution that any admissions policy must be carefully framed and constantly monitored so as to avoid any negative impact upon minority participation in higher education, in general, and the implementation of the desegregation plan in particular.

The Council gave full attention and consideration to these testimonies prior to its adoption of the new policy. The policy is carefully constructed to apply the pre-college curriculum component to the students entering college in 1987, thus providing adequate lead time for high schools throughout the state to offer the appropriate course work. Further, the maintenance of "open admissions" at the community colleges ensures all students the right to enter the public system of higher education in Kentucky.

In a companion action on January 13, 1983, the Council established an Educational Preparation Committee as an integral part of its program for undergraduate admission. This committee will monitor the effectiveness of the minimum educational preparation requirements the Council has established; will recommend appropriate improvements and modifications; and will report annually on the status of educational preparation for college, and additional related concerns that need to be addressed. This committee will remain sensitive to any effects this policy may have on the enrollment eligibility of minority students. While no such adverse effects are envisioned, should any negative effects occur, prompt remedial action will be taken.

Based on the extensive involvement by many individuals over a ten month period, the establishment of a reasonable time-frame for full implementation of the policy, the testimony of individuals well-known for their interest in educational opportunities for minorities, and the establishment of a review committee to monitor the effects of the policy and to recommend improvements in it, the Council on Higher Education has determined that the policy does not have the effect of thwarting the achievement of the Commonwealth's Desegregation Plan.