MOREHEAD STATE UNIVERSITY

QUARTERLY BOARD MEETING

April 16, 2020 at 10:00 a.m.
via webex video teleconference (or audio
teleconference for those with limited or no
video availability)

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Morehead State University
Board of Regents Members

Kathy Walker, Chair

Wayne M. Martin, Vice Chair

Annie Adams

Colby Birkes

Craig Dennis

Adam Hinton

Sanford Holbrook

Eric E. Howard

Debbie H. Long

Craig Preece

Terri S. Walters

Joseph A. (Jay) Morgan, President

BOARD OF REGENTS QUARTERLY MEETING
MOREHEAD STATE UNIVERSITY
Thursday, April 16, 2020
via webex video teleconference (or audio conference for
those with limited or no video teleconference availability)
9:45 a.m.— Audit Committee Meeting
10:00 a.m.— Quarterly Board Meeting

AGENDA

I.   CALL TO ORDER

II. ROLL CALL

III. PRESIDENT'S RECOMMENDATIONS AND REPORTS

   A.   Consent Agenda (Action)

   B.   Recommendations (Action)

   C.   President's Report

IV. ADJOURNMENT

Agenda is available online at http://www.moreheadstate.edu/bor

BOARD OF REGENTS MEETING
MOREHEAD STATE UNIVERSITY
December 5, 2019

The Board of Regents of Morehead State University met at 9:30 a.m. on Thursday, December 5, 2019, in the Heritage Room of the Adron Doran University Center (ADUC), in Morehead, Kentucky.

CALL TO ORDER

Chair Kathy Walker called the meeting to order.

ROLL CALL

The following Board members were present: Chair Kathy Walker, Vice Chair Wayne Martin, Dr. Annie Adams, Colby Birkes, Adam Hinton, Sanford Holbrook, Eric Howard, Debbie Long, Craig Preece, and Terri Walters. Craig Dennis was absent from the meeting.

MEDIA

Jami Hornbuckle, Director of Media Relations, introduced Leann Akers of Morehead State Public Radio.

DONOR RECOGNITION

President Morgan recognized Shayne Ison, General Manager, and Quentin Murphy, Assistant General Manager with the Mountain Telephone Corporation. President Morgan commended their work in providing approximately $85,000.00 in 2019 to support fifty-eight Morehead State University students and approximately $2 million in lifetime giving to the University.

FACULTY, STAFF, AND STUDENT RECOGNITION

President Morgan recognized Dr. Patricia Harrelson, Assistant Professor Animal Science/Agricultural Sciences as the faculty award recipient. President Morgan commended Dr. Harrelson for her significant contributions to the AGSI Department by participating in curriculum and program development, leading the departmental efforts in developing and teaching undergraduate courses, her active role in undergraduate research projects and undergraduate fellowships, as well as her own research which has been published in peer-reviewed journals and presented at the national level. President Morgan recognized Gardner May, Director of Facilities Management, as the staff award recipient. President Morgan thanked Gardner for his thirty-two years of service to the University and his key role in keeping the campus well maintained for many years. President Morgan stated that Gardner will be greatly missed and congratulated him on his retirement. President Morgan recognized Megan Rohmann as the student award recipient. Megan is from Louisville, Kentucky, and is a senior majoring in Secondary Education Social Studies. She also serves as the President of MSU 4 Paws and has personally worked with five service dogs in the program. Megan has worked at the Recreation and Wellness Center for two years and is currently the Student Team Leader for Intramurals and Equipment Room and ran the Intramural program while the Coordinator was on leave.

PRESIDENT'S RECOMMENDATIONS AND REPORTS

Consent Agenda

Chair Kathy Walker asked the Board to consider the items on the Consent Agenda:

1. Approve Minutes of August 8, 2019 Quarterly Board Meeting, September 16, 2019 Special Called Board Meeting, and October 18, 2019 Special Called Board Meeting
2. Ratify Fall 2019 Graduates
3. Ratify Personnel Actions
4. Approve Policy Revisions
5. Approve Year End Amendment to 2018-19 Operating Budget
6. Approve Reaffirmation of Kentucky Administrative Regulations

MOTION: Mr. Holbrook moved that the Board approve the items on the Consent Agenda. Mr. Hinton seconded the motion.

VOTE: The motion carried unanimously.

Accept First Quarter Financial Report and Amend Operating Budget

The President recommended:

RECOMMENDATION: That the Board accept the financial statements and amend the operating budget for the first quarter of the fiscal year that will end June 30, 2020.

(First Quarter Financial Report attached hereto as V-B-1).

President Morgan noted that the University experienced a solid, stable, Fall semester.

MOTION: Vice Chair Martin moved that the Board approve the President's recommendation and Mr. Howard seconded the motion.

VOTE: The motion carried unanimously.

Ratify 2020-2022 Biennial Budget Request

The President recommended:

RECOMMENDATION: That the Board ratify the 2020-2022 Biennial Budget Request for Morehead State University.

President Morgan noted that the University is required to submit a number of budget items to the state each year. The University's budget request is for $38 million. President Morgan explained the University's efforts in support of a 2% stop loss provision being included in the performance funding model and General Assembly match to support deferred maintenance.

MOTION: Mr. Holbrook moved that the Board approve the President's recommendation and Dr. Adams seconded the motion.

VOTE: The motion carried unanimously.

Authorize Modification and Consolidation of Existing Lease Agreements

The President recommended:

RECOMMENDATION: That the Board of Regents authorize the President to modify the terms of two existing lease agreements with Kentucky Bank, Inc. and to consolidate the obligations into one lease agreement.

President Morgan stated that debt service payments with Kentucky Bank begin increasing throughout the next four years, which will be unmanageable for the University. Instead, President Morgan recommends consolidating the leases through Kentucky Bank, in order to spread financing over a twenty-year term, with interest only payments being made for the next four years. This will help the University better manage the debt payments, saving approximately $600,000.00 to $650,000.00.

MOTION: Dr. Adams moved that the Board approve the President's recommendation and Mr. Hinton seconded the motion.

VOTE: The motion carried unanimously.

Approve Bachelor of Science in Systems Integration Engineering

The President recommended:

RECOMMENDATION: That the Board of Regents approve the proposed Bachelor of Science in Systems Integration Engineering.

MOTION: Mr. Holbrook moved that the Board approve the President's recommendation and Mr. Howard seconded the motion.

VOTE: The motion carried unanimously.

REPORTS

Report on Strategic Enrollment Management Plan

Tim Rhodes, Assistant Vice President for Enrollment Services, reported on the strategic enrollment management plan. He stated that the strategic enrollment committee, made up of faculty, staff, and students, gathered information and data to help Russ Mast, Vice President for Student Affairs, and himself put the strategic plan together. The plan helps provide an idea of the enrollment landscape and information regarding enrollment issues experienced by the University. Some challenges faced by the University include declining enrollment due to a good economy and lower number of graduating seniors in Kentucky.

Report on Performance Metrics

Jill Ratliff, Chief Planning Officer, reported progress on each of the key performance indicators that support the institutional strategic plan, Come SOAR With Us 2018-22, and recognized Courtney Andrews, Director of Institutional Research and Analysis. Ms. Ratliff stated that strategies and key performance indicators in the strategic plan are driven primarily by the state strategic plan for postsecondary education, performance funding, and the institutional mission. The University implemented twenty-two of the strategies in 2018-2019, and has identified strategies for implementation in 2019-2020. She also reviewed areas of strength for the University and areas needing improvement and responded to questions regarding institutional strategies and progress on key performance indicators. Overall, MSU's progress placed the University as one of the top three institutions in the state with regard to the number of targets met.

Report on Personal Service Contracts

Kim Oatman, Vice President for Facilities and Operations, gave a brief summary of personal service contracts.
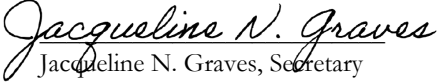
PRESIDENT'S
REPORT

President Morgan reported on pension costs, stating that the University's actuarial assumptions should be provided by the end of January 2020. The prediction given to date ranges from $99-145 million to buy out of the system. If the University chose to leave the system, different repayment options would be available. President Morgan stated that the University's Fair Labor Standards Compliance Update is 80% done, with paperwork currently being processed. The University should be fully compliant by January 1, 2020. He also stated that the University is supportive of a 2% stop loss for performance funding and additional monies to support additional spots for students in the Craft Academy.

ADJOURNMENT

There being no further business to conduct, Dr. Adams moved that the meeting adjourn and Mr. Howard seconded the motion. The motion carried unanimously.

Respectfully submitted,

Jacqueline N. Graves

Jacqueline N. Graves, Secretary
Board of Regents

BOARD OF REGENTS MEETING
MOREHEAD STATE UNIVERSITY
SPECIAL CALLED MEETING
February 27, 2020

The Board of Regents of Morehead State University met at 10:00 a.m. on Thursday, February 27, 2020, in Room 8 at MSU at Mt. Sterling, in Mt. Sterling, Kentucky.

CALL TO ORDER

Mr. Eric Howard called the meeting to order.

ROLL CALL

The following Board members were present: Dr. Annie Adams, Colby Birkes, Craig Dennis, Sanford Holbrook, Eric Howard, Debbie Long, and Terri Walters. Chair Kathy Walker, Adam Hinton, and Craig Preece were absent from the meeting. Vice Chair Wayne Martin attended the meeting following roll call.

CLOSED EXECUTIVE SESSION

The President recommended that the Board enter into closed executive session pursuant to KRS 61.810 to discuss matters relating to the future disposition of real estate where publicity would be likely to affect the value of a specific piece of property to be acquired or sold.

MOTION: Mr. Holbrook moved that the Board enter into closed executive session. Dr. Adams seconded the motion. The motion carried unanimously.

MOTION: Dr. Adams moved that the Board return from closed executive session. Ms. Walters seconded the motion and the motion carried unanimously. No action was taken while the Board was in closed executive session.

PRESIDENT'S RECOMMENDATIONS AND REPORTS

Approve Disposition of Surplus Property

The President recommended:

RECOMMENDATION: That the Board approve the disposal of the property known as the Procurement Service Center, located at 200 American Legion Way, Morehead, Kentucky 40351, and that the Board further approve the sale of the subject property to the Rowan County Fiscal Court for the purchase price of $1,700,000.00.

MOTION: Mr. Holbrook moved that the Board approve the recommendation and Dr. Adams seconded the motion.

VOTE: The motion carried unanimously.

Approve Policy Revisions

The President recommended:

RECOMMENDATION: That the Board of Regents approve the revisions to PG-6. The revisions are recommended to comply with applicable legal requirements.

President Morgan noted one minor edit to the fourth line under the PURPOSE section, to include reporting as covered under the policy.

MOTION: Dr. Adams moved that the Board approve the recommendation and Mr. Dennis seconded the motion.

VOTE: The motion carried unananimously.

Approve Naming of Academic College

The President recommended:

RECOMMENDATION: That the Board of Regents approve the naming of the College of Education as the *Ernst and Sara Lane Volgenau College of Education.*

MOTION: Mr. Birkes moved that the Board approve the recommendation of the President that the Board name the MSU College of Education the *Ernst and Sara Lane Volgenau College of Education,* effective upon when the University President wishes to designate the College as such. Mr. Holbrook seconded the motion.

VOTE: The motion carried unanimously.

ADJOURNMENT

There being no further business to discuss, Mr. Holbrook moved the special called meeting adjourn and Dr. Adams seconded the motion. The motion carried unanimously.

Respectfully submitted,

Jacqueline N. Graves

Jacqueline N. Graves, Secretary
Board of Regents

Recommendation:

That, based on the recommendation of the Audit Committee, the Board approve the audit price and extension of the auditing services contract with Dean Dorton Allen Ford, PLLC in Lexington, Kentucky, to conduct the required annual audits for Morehead State University for the fiscal year that will end on June 30, 2020.

Background:

KRS 164A.570 requires an annual audit to be conducted for all universities in the state system. The bylaws of the Board of Regents provide that the Audit Committee review, evaluate, and recommend to the full Board, an accounting firm to conduct the University's required annual audits. State statutes specify that the auditing firm must be selected through a request for proposal process, and that a personal services contract be issued to engage the firm.

On January 11, 2016, the University issued a request for proposals from qualified public accounting firms to perform the auditing services. As a result of that process, the Audit Committee recommended and the Board approved the appointment of Dean Dorton Allen Ford, PLLC to conduct the annual audits. The contract with the firm was for the fiscal year that ended on June 30, 2016 with the option to extend the contract for four additional one year periods. The audit fee adjustments for the extension periods will be based on the consumer price index.

The services rendered by Dean Dorton Allen Ford, PLLC for the 2018-2019 fiscal year were satisfactory and in compliance with the terms of the contract. The fee for the 2019-2020 fiscal year will not exceed $94,700.

Prepared by: Teresa Lindgren

Recommendation:

That the Board approve the minimum scope of the University's audit for the year ending June 30, 2020.

Background:

The University is required to have an annual audit conducted of its financial activities. The bylaws of the Board of Regents specify that the Audit Committee review, evaluate, advise and recommend to the full Board the minimum scope of the annual audit.

The Director of Accounting and Financial Services and the Director of Internal Audits have outlined the scope of the audit that will comply with all local, state, and federal audit requirements. A summary of the audit scope is attached.

Prepared by: Teresa Lindgren

MOREHEAD STATE UNIVERSITY
MINIMUM SCOPE OF THE ANNUAL AUDIT
FOR THE YEAR ENDING JUNE 30, 2020   April 16, 2020

This document outlines the minimum scope of the annual audit of Morehead State University (MSU), and any applicable related entities, to be conducted by the University's auditors (the Firm) for the year ending June 30, 2020. Additional audit requirements and procedures may be added as situations warrant.

Internal Controls

The audit will include a review and evaluation of the existing internal control structure. The evaluation will provide a basis for reliance thereon in determining the nature, timing and extent of selective audit tests to be applied to recorded transactions and data for certain periods of the year.

General Purpose Financial Statements

The Firm will perform an audit of and issue its independent auditor's report on the financial statements of MSU as of June 30, 2020 and the results of its operations for the fiscal year then ended. The audit will be performed in accordance with auditing standards generally accepted in the United States of America and in accordance with *Government Auditing Standards* (GAS), issued by the Comptroller General of the United States. The audit should include a determination as to whether Morehead State University's federal expenditures have met the Single Audit threshold established by the provisions of the Single Audit Act, Subpart F of Title 2 U.S. Code of Federal Regulations (CFR) Part 200, Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards (Uniform Guidance). The report will also include an independent auditor's report on supplemental information covering those supplemental schedules suggested to be reported on by the AICPA Audit Guide *Audits of Colleges and Universities*.

Federal Awards Programs

The audit will include a Schedule of Expenditures of Federal Awards, which will be subjected to the auditing procedures applied in the audit of the financial statements. An opinion will be rendered on whether the Schedule is presented fairly in all material respects in relation to the financial statements taken as a whole.

The audit will report on the internal controls over financial reporting and on compliance with laws, regulations, and provisions of contracts or grant agreements, non-compliance with which could have a direct and material effect on the determination of financial statement amounts in accordance with *Government Auditing Standards*. A report will also be issued on compliance with requirements applicable to each major program and internal control over compliance with requirements of laws, regulations, and the provisions of contracts or grant agreements that could have a direct and material effect on each major program in accordance with the Single Audit Act, Subpart F of Title 2 U.S. CFR Part 200, Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards (Uniform Guidance).

Kentucky Lease Law Compliance Audit

The Firm will issue a separate report on compliance with the Kentucky Lease Law. This report should include documentation of testing procedures performed, sample selection methods, and summary of the auditor's result in accordance with KRS 48.111, 48.190, 56.800 through 56.823, and 164A.575.

Intercollegiate Athletics Department

The Firm will perform certain agreed-upon procedures and issue a separate report covering the limited examination of the Intercollegiate Athletics Department and its related booster organization, for the year ending June 30, 2020. These procedures will be performed in accordance with the latest version of the *NCAA Financial Audit Guidelines*.

Corporation for Public Broadcasting (CPB)

The Firm will issue its independent auditor's report on the financial statements of WMKY-FM for the year ending June 30, 2020. The audit will be performed in accordance with auditing standards generally accepted in the United States of America and the *Public Telecommunications Audit Guide and Requirements* as they relate to the CPB Annual Financial Report for the year ending June 30, 2020.

Compliance Report Under KRS 164A.555 to 164A.630 (House Bill 622)

The Firm will also issue a separate letter covering its study of MSU's internal accounting controls and administrative control procedures considered relevant to the criteria established by the Commonwealth of Kentucky Finance and Administration Cabinet as set forth in the latest version of the Cabinet's *Minimum Audit Scope for Compliance*.

Management Letter

As required by generally accepted auditing standards (*Statement on Auditing Standards No. 60*), the Firm will prepare a letter of reportable conditions noted during the audit related to inherent weaknesses of controls, procedures, policies or noncompliance with governmental laws or regulations and suggest possible improvements. The Firm will comment and discuss those or other matters with the Director of Accounting and Financial Services, the Internal Auditor, the Chief Financial Officer, the President and the University Board of Regents. The Firm will also submit ideas or observations that will help achieve the University's objectives or improve efficiency in operations. As required by the Commonwealth of Kentucky Auditor of Public Accounts, all such matters conveyed to management will be documented in writing to be forwarded to the Auditor of Public Accounts. Recommendations to management will be in the format prescribed by the Auditor of Public Accounts. The Firm will document the resolution status of prior year recommendations.

Closing Package

In accordance with the directive from the Commonwealth of Kentucky Auditor of Public Accounts, the Firm will provide a copy of the comprehensive financial statements and management letter to the Auditor of Public Accounts. In addition, a report issued under *Codification of Statements on Auditing Standards* AU 623.11 through 623.17 applicable to the "closing package" furnished by the University to the Finance and Administration Cabinet will be provided to the Auditor of Public Accounts by October 2, 2020. If requested by the Auditor of Public Accounts and approved by the University, all working

papers prepared by the audit team will be made available for review.

Audit of Subsequent Events

In accordance with the directive from the Auditor of Public Accounts, the Firm will update the audit procedures related to events subsequent to June 30, 2020 from the last day of field work (projected for late September 2020) to December 10, 2020. The Firm will report the results of these updated procedures in a separate letter, which shall be delivered to the Auditor of Public Accounts and to the University, no later than close of business on December 10, 2020.

Other Reports

The Firm will issue any other letter reports as may be required by the Finance and Administration Cabinet or the Auditor of Public Accounts of the Commonwealth of Kentucky.

Exit Conferences

Separate exit conferences may be required to be held with the MSU Board of Regents, the Board of Regents Audit Committee, the MSU President and other members of the administration. Also, it is expected that exit conferences will be held with major unit heads as appropriate to the areas or functions audited.

Timing of Reports

1. The audited financial statements and management letter shall be furnished to the Auditor of Public Accounts no later than October 2. If final reports are not available as of October 2, drafts will be submitted by that date. The reports will contain the following items:

    (a) Audited financial statements and an opinion thereon. A report on compliance and on internal control over financial reporting based on an audit of financial statements performed in accordance with *Government Auditing Standards*.

    (b) A report on compliance in accordance with KRS 164A.555 through 164A.630 (House Bill 622) based on the audit of financial statements.

    (c) A report on compliance with the Kentucky Lease Law in accordance with KRS 48.111, 48.190, 56.800 through 56.823, and 164A.575.

    (d) The closing package forms, in accordance with *Codification of Statements on Auditing Standards*, AU 623.11 through 623.17.

    (e) If applicable, the Firm shall also obtain and submit management's summary schedule of prior audit findings and corrective action plan for current year audit findings.

2. The Firm will provide a representation letter by July 15 to the Auditor of Public

Accounts stating that the Firm is in compliance with auditing standards generally accepted in the United States of America and the *Government Auditing Standards* concerning continuing education requirements, independence and internal quality control system and peer review requirements.

3. The Firm shall notify the Auditor of Public Accounts of matters which come to its attention which may have a significant impact on the Commonwealth's financial statements. The Firm shall be available to the Auditor of Public Accounts to address questions about the University's financial statements.

4. The Firm will certify, on line, the CPB audit report by November 30 of each year.

5. The Firm will provide a letter to report the results of the subsequent events audit through December 10, 2020. The letter shall be delivered to the Auditor of Public Accounts and to the University, no later than close of business on December 10, 2020.

6. The Firm will prepare the KFAC form 990 & 990-T by February 15 of each year.

7. The Firm will prepare the University's form 990-T by February 15 of each year and provide consulting services related to unrelated business income.

Recommendation:

That the Board ratify the Personnel Actions for the period December 5, 2019 through March 9, 2020.

Background:

Previously Included:

1) full-time Faculty and Executive, Administrative and Managerial employees, excluding supplemental actions not listed under Item 3, below;

2) full-time non-classified Executive, Administrative and Managerial and Professional Staff positions (including supplemental actions);

3) supplemental actions for faculty acquiring managerial duties, excluding normal grant activities;

4) discipline;

5) leave of absences

6) sabbaticals

7) reassignments; and

8) retirements

This Report Includes:

All actions for Personnel Action Request & Supplementals.

Prepared by: Harold Nally

MOREHEAD STATE UNIVERSITY
ROSTER POSITIONS SUMMARY
03/09/2020

	July 1 Authorized Positions	Current Authorized Positions	+/- Position Adjustments	Current Position Strength	% Current Strength
Office of the President	14.60	14.07	-0.53	14.07	100.00
Division of University Advancement	26.58	26.58	0.00	25.58	96.24
Division of Administration and Fiscal Services	76.10	76.10	0.00	71.10	93.43
Facilities Management	96.75	96.75	0.00	87.75	90.70
Division of Student Affairs	141.06	141.16	0.10	131.96	93.48
Division of Academic Affairs	42.41	44.49	2.08	41.49	93.26
Caudill College of Arts, Humanities & Social Sciences	130.06	130.09	0.03	119.34	91.74
Smith College of Business and Technology	46.42	47.92	1.50	46.92	97.91
College of Education	51.90	53.40	1.50	47.40	88.76
College of Science	145.25	144.15	-1.10	136.65	94.80
Undergraduate Education & Student Success	28.63	28.63	0.00	26.83	93.71
Regional Education & Outreach	7.40	7.40	0.00	6.90	93.24
Camden-Carroll Library	23.00	23.00	0.00	22.00	95.65
	830.16	833.74	3.58	777.99	93.31

Note: Positions are expressed in terms of full-time equivalency.

DEFINITIONS OF THE DIFFERENT KINDS OF APPOINTMENTS

Full-Time Standing: A Full-Time Standing Appointment designates an appointment that is full-time and for which no ending date is specified. Such appointments are terminable in accordance with the appropriate University policy. Full-time Standing Appointments must be backed with budgeted funds. Full-Time Standing Appointments may be used for all four payroll classification categories namely 1) Academic; 2) Administrative; 3) Staff Exempt; and 4) Staff Nonexempt (see PG-2). Full-Time Standing Appointments may be specified for nine, ten, eleven, or twelve months per fiscal year. This type of appointment is provided all regular University benefits.

Full-Time Fixed: A Full-Time Fixed Appointment designates an appointment that is full-time for a fixed period of time and for which an ending date is specified. Such appointments may be specified for nine, ten, eleven, or twelve months. The appointments do not have to be backed by permanent funds. Full-Time Fixed Appointments may be used for all four payroll classification categories namely 1) Academic; 2) Administrative; 3) Staff Exempt; and 4) Staff Nonexempt (see PG-2). This includes instructors and any other individuals in a classification covered by the tenure regulations. Such appointments are discontinued automatically at the specified ending date. Appointments may be terminated before the ending date for cause or business necessity. Full-Time Fixed Appointments may be renewed. Persons appointed to Full-Time Fixed Appointments are not converted to Full-Time Standing Appointments without an appropriate search or search waiver. This type of appointment is provided all regular University benefits.

Supplemental: A Supplemental Appointment designates an appointment which is supplementary to a Full-Time Standing or Full-Time Fixed Appointment and has the effect of providing an additional contractual provision beyond the term of the Full-Time Standing or Full-Time Fixed Appointments. For example, a Supplemental Appointment may be used if an individual whose regular appointment is for nine months but whose appointment is extended for one to three additional months. Supplemental Appointments will also be used to designate those appointments which are supplementary to Full-Time Standing or Full-Time Fixed Appointments to compensate for approved additional services normally outside the scope of regular duties. For example, A Supplemental Appointment can be used when an eligible employee is employed to teach a course for additional compensation. Regular University benefits, except sick leave and vacation accrual, continue with a Supplemental Appointment.

Department/Office	Name	Effective Date	Ending Date	Title	*Contract Term	Salary	Employment Status	Employment Action
Leave of Absence								
Sociology, Social Work & Criminology	Hulbig, Shelia	1/1/2020	1/31/2020	Extramural Project Leader - Drug Courts	40	$ 23.08	FTF	LOA without Pay
Sociology, Social Work & Criminology	Hulbig, Shelia	2/1/2020	2/29/2020	Extramural Project Leader - Drug Courts	40	$ 23.08	FTF	LOA without Pay
Sociology, Social Work & Criminology	Hulbig, Shelia	3/1/2020	3/15/2020	Extramural Project Leader - Drug Courts	40	$ 23.08	FTF	LOA without Pay
Building Services	Riddle, Teresa	10/9/2019	1/6/2020	Building Services Technician	40	$ 9.00	FTF	LOA without Pay
New Hires								
Carl D. Perkins Vocational Training Center	Adkins, Teresa	3/16/2020	6/30/2020	Mental Health Counselor (CDPVTC)	12	$ 44,000.00	FTFP	New Hire
Grounds & General Services	Bartee, Andrew	3/2/2020	6/30/2020	Groundskeeper	40	$ 9.21	FTFP	New Hire
Housing & Residential Education	Bertrand, Bellande	1/2/2020	6/30/2020	Hall Director	37.5	$ 14.03	FTFP	New Hire
Building Services	Blankenbuehler, Kyle	2/17/2020	6/30/2020	Building Services Technician	40	$ 9.00	FTFP	New Hire
Montgomery County Adult Learning Center	Fife, Steven	3/2/2020	6/30/2020	Adult Basic Education Instructor II Montgomery	12	$ 32,990.00	FTFP	New Hire
Craft Academy Student Services	Figueroa Lopez, Alejandra	2/6/2020		Graduate Assistant	20	$ 3,941.18	GA	New Hire
Office, Administration & Fiscal Services	Fister-Tucker, Mary	4/16/2020		Vice President of Fiscal Services	12	$ 174,000.00	FTSP	New Hire
Craft Academy Student Services	Gillette, Julianne	1/9/2020	5/15/2020	Residence Counselor (GA)	20	$ 5,000.00	GA	New Hire
Enrollment Services	Hamm, Kristen	3/2/2020	6/30/2020	Enrollment Services Counselor	37.5	$ 14.97	FTFP	New Hire
Nursing	Larson, Levita	8/10/2020	5/21/2021	Instructor, Nursing	12	$ 50,000.00	FTF	New Hire
Career Services/First Year Seminar	Mattox, Katherine	2/17/2020	6/30/2020	Career Coach	12	$ 35,090.00	FTFP	New Hire
Research and Sponsored Programs	Middleton, Nellie	2/17/2020	6/30/2020	Grants and Contracts Administrator	12	$ 35,568.00	FTFP	New Hire
Buliding Services	Moore, Candace	2/3/2020	06/30/20	Building Services Technician	40	$ 9.00	FTFP	New Hire
Talent Search Programs	Savard, Maurice (Ian)	1/16/2020	8/31/2020	TRIO Office Manager	37.5	$ 16.92	FTFP	New Hire
Egineering & Technology Management	Singh, Dara	2/17/2020	6/30/2020	Postdoctoral Researcher	12	$ 40,000.00	FTFP	New Hire
Early Childhood, Elementary & Special Education	Smith, Beverly	8/10/2020	5/12/2021	Instructor of Education	12	$ 34,000.00	FTF	New Hire
Upward Bound	Tackett, Katrina	1/2/2020	6/30/2020	Associate Director, Upward Bound (East)	12	$ 39,334.00	FTFP	New Hire
Carl D. Perkins Vocational Training Center	Taylor, Karen	1/2/2020	6/30/2020	Vocational Program Instructor	12	$ 32,500.00	FTFP	New Hire
Biology & Chemistry	Thomas, Elizabeth	8/10/2020		Assistant Professor, Chemistry (Organic)	12	$ 50,000.00	FTS	New Hire
Housing & Residential Education	Weideman, Emily	1/2/2020	6/30/2020	Assistant Director, Housing & Residential Education	12	$ 47,476.00	FTFP	New Hire
Counseling & Health Services	Williams, Goldie	1/2/2020	6/30/2020	Director, Counceling and Health Services	12	$ 66,099.00	FTFP	New Hire
Probation								
Enrollment Services	Adams, Shayln	3/1/2020	6/30/2020	Enrollment Serivces Counselor/Internal Services	37.5	$ 14.97	FTF	Probation Completed
BASE/Athletics	Aoki, Mikio	1/12/2020	3/31/2020	Head Baseball Coach	12	$ 75,000.00	FTF	Probation Completed
Enrollment Services	Aronhalt, Mallory	2/14/2020	6/30/2020	Enrollment Services Counselor	37.5	$ 14.97	FTF	Probation Completed
Building Services	Barbara Ward	12/28/2019	6/30/2020	Building Services Technician	40	$ 12.38	FTF	Probation Completed
Tutoring & Learning Center/ First Year Seminar	Chandler, Hunter	2/13/2020	6/30/2020	Coordinator of Tutoring Services/Insructor	12	$ 32,990.00	FTF	Probation Completed
BASE/Athletics	Conlon, Shane	2/1/2020	6/30/2020	Assistant Baseball Coach	12	$ 33,000.00	FTF	Probation Completed
Building Services	Cooper, Michael	1/12/2020	6/30/2020	Building Services Technician	40	$ 9.00	FTF	Probation Completed
Office of Registrar	Cornett, Gary	12/28/2019		VA, Athletics Eligibility & Records Proc. Coord.	12	$ 35,354.00	FTS	Probation Completed
Student Center & Event Services	Dean, Jordan	1/28/2020	3/30/2020	Event Coordinator	12	$ 35,568.00	FTF	Probation Completed
English, Communication, Media and Language	DeHart, Brenda	1/25/2020		Academic Department Specialist	37.5	$ 18.34	FTS	Probation Completed
Building Maintenance	Donathan, Gary	3/1/2020	6/30/2020	HVAC Technician	40	$ 16.92	FTF	Probation Completed
Grounds & General Services	Donnie Willoughby	12/28/2019		Manager of Grounds & General Services	40	$ 17.37	FTS	Probation Completed
Office of Retention/First Year Seminar	Fife, Jana	2/10/2020	6/30/2020	Degree Completion Coach/Instructor	12	$ 32,990.00	FTF	Probation Completed
Human Resources & Payroll	Frizzell, Rachel	2/10/2020	6/30/2020	HR Generalist	12	$ 35,354.00	FTF	Probation Completed
Athletics	Hacker, Sara	11/12/2019		Assistant Director Athletics/External Affairs	12	$ 52,444.00	FTS	Probation Completed
Enrollment Services	Hall,Laura	11/18/2019		Enrollment Services Counselor	12	$ 29,188.00	FTS	Probation Completed
Talent Search Programs	Hamilton, Camille	3/1/2020	8/31/2020	TRIO Academic Coordinator	37.5	$ 35,568.00	FTF	Probation Completed
School of Business Administration/School of Engineering & Computer Science	Harman, Shelia	2/12/2020		Business Manager and Communications Dir.	37.5	$ 16.94	FTS	Probation Completed
Education Abroad/First Year Seminar	Hirsch, Aaron	1/29/2020	6/30/2020	Coordinator of Education Abroad/Instructor	12	$ 35,568.00	FTF	Probation Completed
Office of Retention/First Year Seminar	Jordan, Lauren	1/17/2020	6/30/2020	Retention Specialist & Academic Advisor	12	$ 35,090.00	FTF	Probation Completed
Enrollment Services	Labreche, Clay	2/12/2020	6/30/2020	Enrollment Services Couselor/Credentials and Customer Service	37.5	$ 14.97	FTF	Probation Completed
Building Maintenance	Logan, Darrel	2/10/2020	6/30/2020	Maintenance Tech II	40	$ 12.38	FTF	Probation Completed
WBAK/Athletics	Maas, Justin	11/30/2019	3/31/2020	Assistant Women's Basketball Coach	12	$ 39,000.00	FTF	Probation Completed
Career Services/First Year Seminar	Murphy, Jacob	1/28/2020	6/30/2020	Career Development Advisor	12	$ 37,454.00	FTF	Probation Completed
Counseling & Health Services	Newcomb, Lakyn	1/15/2020		Patient Coordinator/Admin. Support	37.5	$ 16.92	FTS	Probation Completed
Counseling & Health Services	Porter, Sherry	1/15/2020		Mental Health Counselor	12	$ 47,000.00	FTS	Probation Completed
Student Support Services	Prater, Misty	1/29/2020	6/30/2020	TRIO Academic Coordinator	37.5	$ 43,000.00	FTF	Probation Completed
Instructional Undergraduate Research	Prellberg, Evan	2/5/2020	6/30/2020	Coordinator of Undergraduate Research/Insructor	12	$ 35,568.00	FTF	Probation Completed
SOFT/Athletics	Rachel O'Malley	12/28/2019	06/01/20	Assistant Woman's Softball Coach	12	$ 30,000.00	FTF	Probation Completed
FOOT/Athletics	Riase, Lemuel	1/28/2020	2/26/2020	Assistant Football Coach	12	$ 34,000.00	FTF	Probation Completed
Regional Eduation & Outreach/MSU CORPS	Rowe, Joe	2/16/2020	7/31/2020	Director, MSU Corps	12	$ 47,476.00	FTF	Probation Completed
Camden Carroll Library	Scott, Stacy	10/29/2019		Library Associate	37.5	$ 14.97	FTS	Probation Completed
Office of Registrar	Varney, Carrie	1/12/2020		Systems and Data Manager	12	$ 35,861.00	FTS	Probation Completed
Camden Carroll Library	Watkins, Rita	1/7/2020		Library Specialist	37.5	$ 13.67	FTS	Probation Completed
Office of Registrar	White-Combs, Ashley	3/1/2020	6/30/2020	Transfer Coordinator	37.5	$ 14.97	FTF	Probation Completed
Craft Academy Student Services	Woodall, Sarah	2/16/2020	6/30/2020	Craft Academy Enrollment Services Coord.	37.5	$ 14.97	FTF	Probation Completed
BASE/Athletics	Youngdahl,Robert	1/28/2020	6/30/2020	Assistant Baseball Coach	12	$ 34,000.00	FTF	Probation Completed
Office of Retention/First Year Seminar	Butler, Topaz	2/4/2020	6/30/2020	Degree Completion Coach/Instructor	12	$ 32,990.00	FTF	Probation Extended
Today's Youth	Havens, Shanda	2/21/2020	2/21/2020	College and Career Coordinator	37.5	$ 14.97	FTSP	Probationary Release

Department/Office	Name	Effective Date	Ending Date	Title	*Contract Term	Salary	Employment Status	Employment Action

Promotions

Department/Office	Name	Effective Date	Ending Date	Title	*Contract Term	Salary	Employment Status	Employment Action
Enrollment Services	Elam, Sandra	1/1/2020		Enrollment Services Counselor/Internal Services	37.5	$ 14.97	FTSP	Promotion
Athletics	Gordon, James	2/1/2020	6/30/2020	Director of Athletics	12	$ 125,000.00	FTFP	Promotion
Office of Retention/First Year Seminar	Hogge, Amanda	2/1/2020		Retention Specialist & Academic Advisor	12	$ 35,090.00	FTSP	Promotion
College of Education (ECES/MGSE)	Perry, Susan	1/16/2020		Academic Department Specialist (ECES/MGSE)	37.5	$ 13.67	FTSP	Promotion
Financial Aid	Roberts, Rhonda	12/16/2019		Financial Aid Counselor/Credentials Processing	37.5	$ 16.92	FTSP	Promotion
Military Science	Chapman, Rhonda	2/1/2020	6/30/2020	Military Science Specialist	37.5	$ 13.67	FTF	Promotion/Reclassification
First Year Programs	Clark, Cory	3/1/2020		Assistant Director of Eagle Diversity Education Center	12	$ 39,334.00	FTS	Promotion/Reclassification
Enrollment Services	Howard, Candace	1/1/2020		Coordinator, Credentials Processing & Communication Plan	12	$ 41,514.00	FTS	Promotion/Reclassification
Enrollment Services	Howard, Candace	1/1/2020		Coord. Credentials Proc. & C.	12	$ 41,514.00	FTS	Promotion/Reclassification
Enrollment Services	Liew, Clive	1/1/2020		Enrollment Services Counselor/Int'l Admis. & Recruit.	12	$ 40,239.00	FTS	Promotion/Reclassification
Retired Senior Volunteer Programs	Tuerk, Helisha	2/1/2020	06/30/20	Senior Corps Programs Coordinator	12	$ 35,354.00	FTF	Promotion/Reclassification
Auxiliary Services	Gancio, Charles	2/16/2020		Executive Director of Auxiliary Services	12	$ 79,847.00	FTSP	Promotion/Title Change
Building Maintenance	McGlone, Tyler	1/16/2020		Heat & Water Plant Operator Trainee	40	$ 11.13	FTSP	Promotion/Title Change

Reassignments

Department/Office	Name	Effective Date	Ending Date	Title	*Contract Term	Salary	Employment Status	Employment Action
Information Technology	Campbell, David	2/1/2020		Technology Business Analyst II (ST)	12	$ 47,929.00	FTS	Reassignment
Music, Theatre & Dance	Dale, DuWayne	2/1/2020		Director of Bands/ Assistant Professor of Music	11	$ 70,000.00	FTS	Reassignment
EagleCard Office	Huffman, Guy	3/1/2020		Director of Eagle Card & Document Services	12	$ 45,000.00	FTSP	Reassignment
School of Business Administration/History, Philosophy, Pol, I'nt & Legal Studies	Graves, Jaqueline	7/1/2020	6/30/2021	Visiting Assistant Professor of Business Law	12	$ 64,200.00	FTF	Reassignment/Salary Adjustment/ Title Change

Renewals

Department/Office	Name	Effective Date	Ending Date	Title	*Contract Term	Salary	Employment Status	Employment Action
WVOL/Athletics	Becker, Kyrsten	1/1/2020	12/31/2020	Associate Head Women's Volleyball Coach	12	$ 41,500.00	FTF	Renewal
FOOT/Athletics	Brinson, Anthony	1/1/2020	12/31/2020	Assistant Football Coach-Defensive Coordinator	12	$ 52,000.00	FTF	Renewal
FOOT/Athletics	Butler, Kylan	1/1/2020	12/31/2020	Assistant Football Coach	12	$ 35,000.00	FTF	Renewal
Tutoring & Learning Center/ First Year Seminar	Chandler, Hunter	7/1/2020	6/30/2021	Coordinator of Tutoring Services/Insructor	12	$ 32,990.00	FTF	Renewal
MBAK/Athletics	Combs, Scott	4/1/2020	3/31/2021	Assistant Men's Basketball Coach	12	$ 65,000.00	FTF	Renewal
Office of Retention/First Year Seminar	Fife, Jana	7/1/2020	6/30/2021	Degree Completion Coach/Instructor	12	$ 32,990.00	FTF	Renewal
Athletics	Gordon, James	7/1/2020	6/30/2021	Director of Athletics	12	$ 125,000.00	FTF	Renewal
WVOL/Athletics	Gordon, James	7/1/2020	6/30/2021	Head Women's Volleyball Coach	12	$ 25,000.00	FTF	Renewal
Education Abroad/First Year Seminar	Hirsch, Aaron	7/1/2020	6/30/2021	Coordinator of Education Abroad/Instructor	12	$ 35,568.00	FTF	Renewal
Office of Retention/First Year Seminar	Jordan, Lauren	7/1/2020	6/30/2021	Retention Specialist & Academic Advisor	12	$ 35,090.00	FTF	Renewal
WSOC/Athletics	Lipka, Warren	1/1/2020	12/31/2020	Head Women's Soccer Coach	12	$ 55,000.00	FTF	Renewal
MBAK/Athletics	Lombardi, Dominic	4/1/2020	3/31/2021	Assistant Men's Basketball Coach	12	$ 38,490.00	FTF	Renewal
WVOL/Athletics	Martin, Sarah	1/1/2020	12/31/2020	Assistant Women's Volleyball Coach	12	$ 32,000.00	FTF	Renewal
MBAK/Athletics	Mattox, Jonathan	4/1/2020	3/31/2021	Assistant Men's Basketball Coach	12	$ 45,000.00	FTF	Renewal
Career Services/First Year Seminar	Murphy, Jacob	7/1/2020	6/30/2021	Career Development Advisor	12	$ 37,454.00	FTF	Renewal
Instructional Undergraduate Research/First Year Seminar	Prellberg, Evan	7/1/2020	6/30/2021	Coordinator of Undergraduate Research/Insructor	12	$ 35,568.00	FTF	Renewal
FOOT/Athletics	Riase, Lemuel	1/1/2020	12/31/2020	Assistant Football Coach	12	$ 34,000.00	FTF	Renewal
WSOC/Athletics	Rogers, Carl	1/1/2020	12/31/2020	Assistant Women's Soccer Coach	12	$ 31,137.00	FTF	Renewal
FOOT/Athletics	Rude, Brett	1/1/2020	12/31/2020	Assistant Football Coach	12	$ 42,000.00	FTF	Renewal
MBAK/Athletics	Spradlin, Preston	4/1/2020	3/31/2021	Head Men's Basketball Coach	12	$ 160,000.00	FTF	Renewal
Kentucky Folk Art Center	Stone, Tammy	1/1/2020	3/31/2020	Administrative Coordinator	3	$ 13.67	FTF	Renewal
FOOT/Athletics	Stoudt, Cole	1/1/2020	12/31/2020	Assistant Football Coach	12	$ 34,000.00	FTF	Renewal
FOOT/Athletics	Strobel, Andrew	1/1/2020	12/31/2020	Assistant Football Coach	12	$ 40,000.00	FTF	Renewal
FOOT/Athletics	Tenyer, Robert	1/1/2020	12/31/2020	Head Football Coach	12	$ 120,000.00	FTF	Renewal

Separations

Department/Office	Name	Effective Date	Ending Date	Title	*Contract Term	Salary	Employment Status	Employment Action
Building Services	Brown, Susan	1/15/2020		Building Services Technician	40	$ 10.62	FTF	Resignation
Student Acts, Inclusion & Lead Dev	Case, Samuel	1/10/2020		Larry Stephenson Fellow for Programming & Engagement	9	$ 1,765.20	GA	Resignation
MSU Corps	Goodpaster, Amanda	1/5/2020		MSU Corps Staff Assistant	11	$ 6,534.00	PT	Resignation
Nursing	Harrison, Judy	12/16/2019		Instructor of Nursing	9	$ 50,000.00	FTF	Resignation
Art & Design	Hartgrove, Elijah	2/7/2020		Adjunct/Lecturer	9	$ 1,110.12	PT	Resignation
Counseling & Health Services	Ingels, Emily	1/17/2020		Registered Nurse	12	$ 32,541.00	FTS	Resignation
Post Office	Justice, Jason	1/10/2019		Postmaster	12	$ 36,859.00	FTS	Resignation
Space Science Center	Lewis, Frank	2/14/2020		Staff Assistant	22	$ 4,800.00	PT	Resignation
Research and Sponsored Programs	Lynam, Krys	1/3/2020		Grants and Contracts Administrator	12	$ 36,731.00	FTS	Resignation
Carl D. Perkins Vocational Training Center	Miller, Rita	1/31/2020		Program Instructor (CDPVTC)	12	$ 32,500.00	FTF	Resignation
Career Services/First Year Seminar	Murphy, Hayley	2/4/2020		Career Coach	12	$ 35,090.00	FTS	Resignation
Art & Design	Paise, John	1/31/2020		Academic Department Spcialist	22	$ 14.00	PT	Resignation
Athletics	Redwine, Deveney	2/7/2020		Athletics Marketing & Promotion Coordinator	37.5	$ 14.97	FTF	Resignation
FOOT/Athletics	Riase, Lemuel	2/26/2020		Assistant Football Coach	12	$ 34,000.00	FTF	Resignation
Space Science Center	Roberts, Alexander	2/25/2020		Staff Assistant	22	$ 4,052.10		Resignation
Quality Assurance & Accreditation	Roberts, Carla	11/26/2019		Clinical and Field Experience Coordinator	12	$ 51,425.00	FTSP	Resignation
Enrollment Services	Roe, Amy	1/2/2020		Enrollment Services Counselor	12	$ 29,188.00	FTF	Resignation
FOOT/Athletics	Rude, Brett	2/14/2020		Assistant Football Coach	12	$ 26,654.10	FTF	Resignation

Department/Office	Name	Effective Date	Ending Date	17	Title	*Contract Term	Salary	Employment Status	Employment Action

Separations (cont.)

Department/Office	Name	Effective Date	Ending Date	Title	*Contract Term	Salary	Employment Status	Employment Action
Building Maintenance	Rupe, Ricky	1/13/2020		Laborer	29	$ 9.21	PT	Resignation
Farm Maintenance	Smith, Jeremy	3/13/2020		Farm Maintenance Supervisor/Carpenter	40	$ 15.85	FTS	Resignation
Building Services	Stegall, Andrea	11/14/2019		Building Services Technician	40	$ 9.00	FTF	Resignation
Office of Information Technology	Walters, Christopher	11/8/2019		Technology Business Analyst II (ST)	12	$ 44,686.00	FTS	Resignation
Building Maintenance	Watkins, Matthew	1/2/2020		HVAC Supervisor	40	$ 22.34	FTS	Resignation
Building Services	White, Samantha	1/9/2020		Building Services Technician	40	$ 9.00	FTF	Resignation
Educational Opportunity Center	Wilson, Carl	1/29/2020		TRIO Academic Coordinator	12	$ 35,568.00	FTF	Resignation
Building Maintenance	Wilson, Randy	1/15/2020		Maintenance Supervisor/Carpenter	40	$ 16.13	FTS	Resignation
Art & Design	Worley, Ashley	1/31/2020		Graduate Assistant	20	$ 5,000.00		Resignation
Provost & VP, Office Of	Albert, Robert	6/30/2020		Interim Provost & VP for Academic Affairs	12	$ 185,248.00	FTS	Retirement
Carl D. Perkins Vocational Training Center	Conley, Joann	12/1/2019		Data Entry Specialist I (CDPVTC)	37.5	$ 15.90	FTF	Retirement
International Student Services	Jaisingh, Pamella	12/31/2019		Director SEVIS	12	$ 51,533.00	FTS	Retirement
Adult Learning Center	Johnson, Earl	12/31/2019		Instructor II	12	$ 32,990.00	FTF	Retirement
School of Business Administration	Lyons, Barbara	6/30/2020		Associate Professor of Marketing	9	$ 90,336.00	FTS	Retirement
Building Services	Madden, Delbert	1/31/2020		Building Services Technician	40	$ 10.43	FTF	Retirement
School of English, Communication, Media & Language	Neeper, Layne	6/30/2020		Interim Associate Dean, School of English, Communications, Media & Languages/Professor	12	$ 115,000.00	FTS	Retirement
EagleCard office	Snedegar, Doug	2/29/2020		Director of Eagle Card & Document Services	12	$ 52,459.00	FTS	Retirement
College of Science, Office of Dean	Trusty, Gwenda	1/31/2020		Adm Asst. to Dean (DSCI)	37.5	$ 16.52	FTS	Retirement
Farm Maintenance	White, Ronald	12/31/2019		Farm Services Specialist	40	$ 11.37	fTS	Retirement
Office of Information Technology	Williams, Lucy	2/29/2020		Technology Account Specialist	37.5	$ 19.30	FTS	Retirement
Music, Theatre & Dance	Hammond, Curtis	2/27/2020		Associate Professor Music	9	$ 59,389.00	FTS	Death
Building Services	Dickerson, Timothy	1/10/2020		Building Services Technician	40	$ 9.00	FTF	Discharge
Regional Education & Outreach, Assistant VP/Adult Education	Parker, Tiffany	12/31/2019		Post-Sec Navig/Academ Advisor	12	$ 32,990.00	FTF	Grant Ended
FLSA Changes								
Housing & Residential Education	Bertrand, Bellande	2/1/2020	6/30/2020	Hall Director	12	$ 35,568.00	FTFP	FLSA Incrs to new 550 pay grade threshold
Procurement Services	Boone, Jeremy	1/1/2020		Warehouse and Asset Manager	12	$ 35,568.00	FTS	FLSA Incrs to new 550 pay grade threshold
Housing & Residential Education	Chaky, Anastasia	2/1/2020	6/30/2020	Hall Director	12	$ 35,568.00	FTF	FLSA Incrs to new 550 pay grade threshold
Educational Opportunity Center	Chapman, Sherrie	1/1/2020	8/31/2020	TRIO Academic Coordinator	12	$ 35,568.00	FTF	FLSA Incrs to new 550 pay grade threshold
Office of the Registrar	Cornett, Gary	1/1/2020		VA, Athletics Eligibility & Records Proc. Coord.	12	$ 35,568.00	FTS	FLSA Incrs to new 550 pay grade threshold
Human Resouces & Payroll	Cundiff, Kayla	1/1/2020		Benefits Manager	12	$ 35,568.00	FTS	FLSA Incrs to new 550 pay grade threshold
Talent Search Programs	David, Maria	1/1/2020	8/31/2020	TRIO Academic Coordinator	12	$ 35,568.00	FTF	FLSA Incrs to new 550 pay grade threshold
Student Center & Event Services	Dean, Jordan	1/1/2020	6/30/2020	Event Coordinator	12	$ 35,568.00	FTFP	FLSA Incrs to new 550 pay grade threshold
Educational Opportunity Center	Donovan, Matthew	1/1/2020	8/31/2020	TRIO Academic Coordinator	12	$ 35,568.00	FTF	FLSA Incrs to new 550 pay grade threshold
Enrollment Services	Duff, Megan	1/1/2020		Assoc. Director, Admissions/Tech Support	12	$ 35,568.00	FTSP	FLSA Incrs to new 550 pay grade threshold
Human Resouces & Payroll	Dunn, Shayla	1/1/2020		Payroll Manager	12	$ 35,568.00	FTS	FLSA Incrs to new 550 pay grade threshold
Regional Education & Outreach, Assistant VP/Adult Education	Fannin, Opal	1/1/2020	6/30/2020	Assistant Director/ ABE Instructor II	12	$ 35,568.00	FTF	FLSA Incrs to new 550 pay grade threshold
Human Resouces & Payroll	Frizzell, Rachel	1/1/2020	6/30/2020	Human Resources Generalist	12	$ 35,568.00	FTFP	FLSA Incrs to new 550 pay grade threshold
Talent Search Programs	Hall, Crystal	1/1/2020	8/31/2020	TRIO Academic Coordinator	12	$ 35,568.00	FTF	FLSA Incrs to new 550 pay grade threshold
Talent Search Programs	Hamilton, Camille	1/1/2020	8/31/2020	TRIO Academic Coordinator	12	$ 35,568.00	FTF	FLSA Incrs to new 550 pay grade threshold
Craft Academy Student Services	Hardymon, Joshua	1/1/2020		Asst. Dir. Res Life/ESC	12	$ 35,568.00	FTS	FLSA Incrs to new 550 pay grade threshold
Education Abroad/First Year Seminar	Hirsch, Aaron	1/1/2020	6/30/2020	Coordinator, Education Abroad/Instructor	12	$ 35,568.00	FTFP	FLSA Incrs to new 550 pay grade threshold
Upward Bound	Issac, Brandon	1/1/2020	5/31/2020	TRIO Academic Coord	12	$ 35,568.00	FTFP	FLSA Incrs to new 550 pay grade threshold
Housing & Residential Education	Jones, Mauricus	2/1/2020	6/30/2020	Hall Director	12	$ 35,568.00	FTF	FLSA Incrs to new 550 pay grade threshold
Provost & VP, Office Of	Lowe, Sabra	1/1/2020		Assistant to the Provost	12	$ 35,568.00	FTS	FLSA Incrs to new 550 pay grade threshold
Adult Education Academy	Martin, Leta	1/1/2020	6/30/2020	Coordinator, Adult Education Academy	12	$ 35,568.00	FTF	FLSA Incrs to new 550 pay grade threshold
Upward Bound	Menville, Shayla	1/1/2020	5/31/2020	Academic Bridge Coordinator	12	$ 35,568.00	FTF	FLSA Incrs to new 550 pay grade threshold
Craft Academy Student Services	Porter, Brenda	1/1/2020	6/30/2020	Craft Student Activities & Events Coordinator	12	$ 35,568.00	FTF	FLSA Incrs to new 550 pay grade threshold
Educational Opportunity Center	Prater, Dawonna	1/1/2020	8/31/2020	TRIO Academic Coordinator	12	$ 35,568.00	FTF	FLSA Incrs to new 550 pay grade threshold
Instructional Undergraduate Research/First Year Seminar	Prellberg, Evan	1/1/2020	6/30/2020	Coordinator, Undergrad Research/Instructor	12	$ 35,568.00	FTFP	FLSA Incrs to new 550 pay grade threshold
Educational Opportunity Center	Quinn, Heather	1/1/2020	8/31/2020	TRIO Academic Coordinator	12	$ 35,568.00	FTF	FLSA Incrs to new 550 pay grade threshold
Talent Search Programs	Riddle, Crystal	1/1/2020	8/31/2020	TRIO Academic Coordinator	12	$ 35,568.00	FTF	FLSA Incrs to new 550 pay grade threshold
Student Activities	Sievert, Stacey	1/1/2020		Coordinator, Frat & Sorority Life & Studnt Orgs	12	$ 35,568.00	FTS	FLSA Incrs to new 550 pay grade threshold
Retired and Senior Volunteer Program	Slone, Justin	1/1/2020	6/30/2020	Associate Director	12	$ 35,568.00	FTF	FLSA Incrs to new 550 pay grade threshold
Talent Search Programs	Wall, Melissa	1/1/2020	8/31/2020	TRIO Academic Coordinator	12	$ 35,568.00	FTF	FLSA Incrs to new 550 pay grade threshold
Housing & Residential Education	Watts, Michael	2/1/2020	6/30/2020	Hall Director	12	$ 35,568.00	FTF	FLSA Incrs to new 550 pay grade threshold
Educational Opportunity Center	Wilson, Carl	1/1/2020	8/31/2020	TRIO Academic Coordinator	12	$ 35,568.00	FTF	FLSA Incrs to new 550 pay grade threshold
Enrollment Services	Abrams, Jordan	1/1/2020		Enrollment Services Counselor	37.5	$ 14.97	FTS	FLSA Salary to Hourly
Enrollment Services	Adams, Shayln	1/1/2020	6/30/2020	Enrollment Services Counselor/Internal Services	37.5	$ 14.97	FTFP	FLSA Salary to Hourly
Enrollment Services	Aronhalt, Mallory	1/1/2020	6/30/2020	Enrollment Services Counselor	37.5	$ 14.97	FTFP	FLSA Salary to Hourly
Office of the Registrar	Barber, Sheila	1/1/2020		Transfer Coordinator	37.5	$ 16.76	FTS	FLSA Salary to Hourly
Accounting and Financial Services	Beauchamp, Rachel	1/1/2020		Accountant (Grants and Contracts)	37.5	$ 16.92	FTS	FLSA Salary to Hourly
Small Business Development Center	Bowling, Rachel	1/1/2020	9/30/2020	General Management Consultant (Mhd Cntr)	37.5	$ 16.92	FTF	FLSA Salary to Hourly
Camden Carroll Library	Burton, John	1/1/2020		Library Associate (Access-LRC)	37.5	$ 17.06	FTS	FLSA Salary to Hourly
Agricultural Sciences	Bush, Stephanie	1/1/2020		Accountant (Ag Sci)	37.5	$ 16.92	FTS	FLSA Salary to Hourly
Office of the President	Calvert, Donna	1/1/2020		Administrative Asst. (Office of the President)	37.5	$ 18.34	FTS	FLSA Salary to Hourly
Recreation and Wellness Center	Campbell, William	1/1/2020		Fitness & Special Programs Coordinator	37.5	$ 17.13	FTS	FLSA Salary to Hourly
FLSA Changes (cont.)				18				
Athletics	Campione, Joseph	1/1/2020	6/30/2020	Athletics Video Coordinator	37.5	$ 16.92	FTF	FLSA Salary to Hourly
Office of the Registrar	Catron, Valerie	1/1/2020		Academic Records Coordinator	37.5	$ 14.97	FTS	FLSA Salary to Hourly

PAR's March 2020

Department/Office	Name	Effective Date	Ending Date	Title	*Contract Term	Salary	Employment Status	Employment Action
Financial Aid	Cecil, Dustin	1/1/2020		Financial Aid Counselor	37.5	$ 17.62	FTS	FLSA Salary to Hourly
Housing & Residential Education	Chaky, Anastasia	1/1/2020	6/30/2020	Hall Director	37.5	$ 14.03	FTF	FLSA Salary to Hourly
Facilities Management	Cooper, Debbie	1/1/2020		Facilities Personnel Administrator	37.5	$ 19.49	FTS	FLSA Salary to Hourly
University Store/Golf Course	Cornett, Timothy	1/1/2020		Golf Course/Vending Coord.	37.5	$ 18.39	FTS	FLSA Salary to Hourly
Enrollment Services	Counts, Tracy	1/1/2020		Enrollmnt Serv Coun/Reg Campus Transf Adv	37.5	$ 14.97	FTS	FLSA Salary to Hourly
Financial Aid	Dunn, John	1/1/2020		Financial Aid Counselor	37.5	$ 17.33	FTS	FLSA Salary to Hourly
Graduate School	Floyd, Ollie	1/1/2020		Graduate Advising Center Coordinator	37.5	$ 20.00	FTS	FLSA Salary to Hourly
Accounting and Financial Services	Fritts, Sharnetta	1/1/2020		Student Billing Counselor	37.5	$ 14.97	FTS	FLSA Salary to Hourly
Enrollment Services	Hall, Laura	1/1/2020		Enrollment Services Counselor	37.5	$ 14.97	FTS	FLSA Salary to Hourly
Camden Carroll Library	Hammonds, Pamela	1/1/2020		Library Associate B (Instructional Services)	37.5	$ 17.95	FTS	FLSA Salary to Hourly
University Store	Hamrick, Cheryl	1/1/2020		Operations Manager (Bookstore)	37.5	$ 16.92	FTS	FLSA Salary to Hourly
Office of Univeristy Advancement, VP	Hanshaw, Madonna	1/1/2020		Accountant	37.5	$ 19.73	FTS	FLSA Salary to Hourly
School of Business Administration/School of Engineering & Computer Science	Harman, Shelia	1/1/2020		Business Manager and Communications Dir.	37.5	$ 16.94	FTSP	FLSA Salary to Hourly
Today's Youth	Havens, Shanda	1/1/2020	2/21/2020	College and Career Coordinator	37.5	$ 14.97	FTF	FLSA Salary to Hourly
Enrollment Services	Hogge, Amanda	1/1/2020		Enrollmnt Serv Coun/Reg Campus Transf Adv	37.5	$ 15.69	FTS	FLSA Salary to Hourly
University Store	Holbrook, Rebecca	1/1/2020		Merchandise Manager	37.5	$ 20.78	FTS	FLSA Salary to Hourly
Camden Carroll Library	Horton, Kevin	1/1/2020		Library Associate (Access-Circulation)	37.5	$ 17.08	FTS	FLSA Salary to Hourly
Office Assistant VP, Plan, Perf & Effect./Testing Center	Jackson, Emily	1/1/2020	6/30/2020	Accreditation & Testing Specialist	37.5	$ 14.97	FTF	FLSA Salary to Hourly
Financial Aid	Johnson, Jeanette	1/1/2020		Student Employment Support Specialist	37.5	$ 18.39	FTS	FLSA Salary to Hourly
Office of the Registrar	Johnson, Laken	1/1/2020		Eagle Scholars Coordinator	37.5	$ 16.92	FTS	FLSA Salary to Hourly
Housing & Residential Education	Jones, Mauricus	1/1/2020	6/30/2020	Hall Director	37.5	$ 15.38	FTF	FLSA Salary to Hourly
Small Business Development Center/Educational Opportunity Center	Keeton, Kayla	1/1/2020	9/30/2020	General Management Consultant (Ashland Cntr)	37.5	$ 16.92	FTF	FLSA Salary to Hourly
TRAIN/Athletics	Kelley, Jordan	1/1/2020	6/30/2020	Assistant Athletic Trainer	37.5	$ 18.33	FTFP	FLSA Salary to Hourly
Camden Carroll Library	Kelley, Sherry	1/1/2020		Library Associate (Regional Campus)	37.5	$ 16.18	FTS	FLSA Salary to Hourly
Enrollment Services	Labreche, Clay	1/1/2020	6/30/2020	Enrollmnt Serv Coun/Cred & Customer Serv	37.5	$ 14.97	FTFP	FLSA Salary to Hourly
Enrollment Services	Lewis, Kristen	1/1/2020		Enrollment Services Counselor	37.5	$ 14.97	FTS	FLSA Salary to Hourly
Recreation and Wellness Center	Martin, Zachary	1/1/2020		Intramural & Club Sports Coordinator	37.5	$ 17.44	FTS	FLSA Salary to Hourly
Enrollment Services	Maynard, Amanda	1/1/2020	6/30/2019	Enrollment Services Counselor	37.5	$ 14.97	FTFP	FLSA Salary to Hourly
Financial Aid	McDaniel, Heidi	1/1/2020		Financial Aid Counselor/Administrative Support	37.5	$ 16.92	FTS	FLSA Salary to Hourly
Financial Aid	McKinney, Alisha	1/1/2020		Financial Aid Counselor/Analyst	37.5	$ 16.92	FTS	FLSA Salary to Hourly
Counseling & Health Services	Newcomb, Lakyn	1/1/2020		Coordinator, Patient Services & Admin Support	37.5	$ 16.92	FTSP	FLSA Salary to Hourly
Enrollment Services	Phipps, Jamie	1/1/2020		Enrollment Services Counselor/Diversity	37.5	$ 14.97	FTS	FLSA Salary to Hourly
Athletics	Redwine, Deveney	1/1/2020	6/30/2020	Athletics Marketing & Promotion Coordinator	37.5	$ 14.97	FTF	FLSA Salary to Hourly
Enrollment Services	Roe, Amy	1/1/2020	6/30/2020	Enrollment Services Counselor	37.5	$ 14.97	FTF	FLSA Salary to Hourly
Financial Aid	Rose, John	1/1/2020		Financial Aid Counselor	37.5	$ 20.61	FTS	FLSA Salary to Hourly
Camden Carroll Library	Schubert, Joseph	1/1/2020		Library Associate (Learning Tech Lab)	37.5	$ 15.13	FTS	FLSA Salary to Hourly
Today's Youth	Shaw, Jennifer	1/1/2020	6/30/2020	College and Career Coordinator	37.5	$ 14.97	FTF	FLSA Salary to Hourly
Educational Opportunity Center	Simpson, Chris	1/1/2020	8/31/2020	College Access Coordinator	37.5	$ 14.97	FTF	FLSA Salary to Hourly
Educational Opportunity Center	Sloan, Rhonda	1/1/2020	8/31/2020	College Access Coordinator	37.5	$ 15.28	FTF	FLSA Salary to Hourly
Financial Aid	Smedley, Michaela	1/1/2020		Financial Aid Counselor/Analyst	37.5	$ 16.92	FTS	FLSA Salary to Hourly
Educational Opportunity Center	Smith, Sharee	1/1/2020	8/31/2020	College Access Coordinator	37.5	$ 16.79	FTF	FLSA Salary to Hourly
Small Business Development Center/Educational Opportunity Center	Spriggs, Michelle	1/1/2020	9/30/2020	General Management Consultant	37.5	$ 20.32	FTF	FLSA Salary to Hourly
Accounting and Financial Services	Tina McWain	1/1/2020		Accountant	37.5	$ 20.76	FTS	FLSA Salary to Hourly
Financial Aid	Todd, Maggie	1/1/2020		Financial Aid Counselor	37.5	$ 16.92	FTS	FLSA Salary to Hourly
Housing & Residential Education	Watts, Michael	1/1/2020	6/30/2020	Hall Director	37.5	$ 14.03	FTF	FLSA Salary to Hourly
Accounting and Financial Services	Wells, Leslie	1/1/2020		Accountant (Grants and Contracts)	37.5	$ 16.92	FTS	FLSA Salary to Hourly
Office of the Registrar	White-Combs, Ashley	1/1/2020	6/30/2020	Transfer Coordinator	37.5	$ 14.97	FTFP	FLSA Salary to Hourly
Accounting and Financial Services	Whitt, Sarah	1/1/2020		Accountant	37.5	$ 16.92	FTS	FLSA Salary to Hourly
Office of Information Technology	Williams, Lucy	1/1/2020		Technology Account Support	37.5	$ 19.30	FTS	FLSA Salary to Hourly
TRAIN/Athletics	Wolff, Kyle	1/1/2020		Assistant Athletic Trainer	37.5	$ 18.41	FTS	FLSA Salary to Hourly
Craft Academy Student Services	Woodall, Sarah	1/1/2020	6/30/2020	Craft Academy Enrollment Services Coord.	37.5	$ 14.97	FTF	FLSA Salary to Hourly
Other								
Planning, Performance, and Effectiveness/Testing Center	Hargett, Kathy	7/1/2020		Testing Specialist/Administrative Assistant to Chief Planning Officer	37.5	$ 17.56	FTS	Adj. Split Funding Percentage
Planning, Performance, and Effectiveness/Testing Center	Jackson, Emily	7/1/2020	6/30/2021	Accreditation & Testing Specialist	37.5	$ 14.97	FTF	Adj. Split Funding Percentage
Biology and Chemistry	DeMoss, Darrin	8/1/2020		Professor, Biology	10	$ 80,502.00	FTS	Change in contract length from 9 to 10
GOLF/Athletics	Barker, Stephanie	2/3/2020	6/30/2020	Women's Head Golf Coach	12	$ 46,720.00	FTF	End Additional Appt.
Communication, Media, and Language	Flavell, John	8/1/2020	8/1/2023	Instructor of Journalism	9	$ 41,989.00	FTF	Salary Adjustment
Alumni Relations & Development	Gilliam, David	1/1/2020		Alumni & Annual Giving Officer	12	$ 35,568.00	FTS	Salary Adjustment
Foundational and Graduate Studies in Education	Beckham, Leslie	8/1/2020		Assistant Professor of Education/Academic Director Eagle Scholars	10	$ 58,421.00	FTS	Salary Adjustment/ Title Change
Athletics	Hacker, Sara	2/3/2020		Assistant Director Athletics/External Affairs/Senio Woman Administrator	12	$ 56,444.00	FTS	Salary Adjustment/ Title Change
Alumni Relations & Development	Ferguson, Jessica	1/1/2020		Alumni & Digital Engagement Manager	12	$ 39,566.00	FTS	Title Change
Alumni Relations & Development	Kenna Gauche	1/1/2020		Alumni & Community Relations Officer	12	$ 38,484.00	FTS	Title Change
Vet Technology Program	Mirus, Lauren	1/8/2020		Assistant Professor of Veterinary Science	9	$ 56,000.00	FTS	Title Change
Mathematics	O'Brien, Timothy	8/1/2020		Associate Professor of Mathmatics/ QEP	10	$ 63,922.00	FTS	Title Change
Vet Technology Program	Prater, Phillip	1/8/2020		Professor of Veterinary Science	12	$ 97,601.00	FTS	Title Change
Department/Office	**Name**	**Effective Date**	**Ending Date**	**Title**	***Contract Term**	**Salary**	**Employment Status**	**Employment Action**
Other (cont.)								
Cross Country & Track/Athletics	Dixon, Benjamin	1/1/2020	6/30/2020	Head Cross Country & Track Coach	12	$ 38,000.00	FTFP	Title Change/Renewal
Art & Design	Davis, Trey	01/16/20		Graduate Assistant	20	$ 4,290.00	GA	Transfer
History, Philosophy, Pol, I'nt & Legal Studies	Ernst, John	7/1/2020		Professor of History	9	$ 74,620.00	FTS	Transfer
Dean, Arts, Humanities & Social Science/Dean, College of Education	Glover, Charles	3/1/2020		IT Services Coordinator/Technology Liason/Certiciation Program Coordinator	12	$ 46,794.00	FTS	Transfer

Plan, Perf & Effect, Office Asst. VP	King, Rebecca	12/2/2019		Programmer Analyst	12	$ 65,000.00	FTSP		Transfer
College of Science, Office of the Dean/Smith College, Business & Technology	McCarty, Benny	3/1/2020		IT Services Coordinator/Technology Liason	12	$ 42,924.00	FTS		Transfer
Total Appointment Status Actions: 260									
* Notation for Contract Terms									
9 months/exempt									
10 months/exempt									
11 months/exempt									
12 months/ exempt									
40 hours/ non-exempt									
37.5 hours/non-exempt									
20 hours/part-time									

Name	Title	Department/Office	Effective Date	Ending Date	Salary	Supplemental Type	Comments
Anderson, Shirley	Lecturer	Early Child, Elem and Spec Educ	1/13/2020	5/11/2020	$ 2,400.00	Additional Duties	Additional 3 credit hours teaching
Barker, Stephanie	Women's Head Golf Coach	WGOLF/Athletics	2/3/2020	6/30/2020	$ 1,667.43	Additional Duties	Diversity, Preventing Sexual Harrassment, Title IX training…
Brooks, Charles	Lecturer	Kinesiology, Hlth, and Imag Scie	1/13/2020	5/8/2020	$ 2,000.00	Additional Duties	Supervision of 2 students @$1,000 per student
Carromero, Orlando	Graduate Assistant	Space Science Center	12/16/219	1/10/2020	$ 1,176.47	Additional Duties	Winter break work
Carter, Jennifer	Asst. Dir., Academic Services	Craft Academy Student Services	1/13/2020	5/13/2020	$ 2,100.00	Additional Duties	ASTR 299
Dale, DuWayne	Interim Dir. Of Bands/Asst. Prof. Music	Music, Theatre and Dance	1/12/2020	6/30/2020	$ 4,200.00	Additional Duties	Overload
Dale, DuWayne	Director of Bands/Assistant Prof., Music	Music, Theatre and Dance	2/1/2020	6/30/2020	$ 1,000.00	Additional Duties	Director of Bands Duties
Eastwood, Deborah	Lecturer	Music, Theatre and Dance	2/27/2020	5/8/2020	$ 2,269.19	Additional Duties	Additional classes, due to death of employee
Fife, Steven	ABE Instructor	MSU at Mt Sterling	3/2/2020	5/11/2020	$ 3,150.00	Additional Duties	Originally PT appt. Hired FT eff. 03/02- remainder of $4200 is sup.
Jerde, Eric	Dept. Chair, PHES & Assoc. Prof	Phy, Earth Sci and Space Syst Eng	1/13/2020	5/8/2020	$ 2,100.00	Additional Duties	SACS Audit
Kelsey, William	BST	Bulding Services	1/16/2020	2/29/2020	1.80/hr	Additional Duties	Supervisor responsibilities
Kidwell, Shari	Assoc. Prof. Psychology	Counseling and Health Services	7/1/2019	6/30/2020	$ 900.00	Additional Duties	Supervision of Julia Dahmane for licensure
Martin, Sarah	Asst. Women's Volleyball Coach	WVOL/Athletics	2/1/2020	4/30/2020	$ 3,643.28	Additional Duties	Beach Volleyball duties
Miller, Marina	Adjunct lecturer	Art and Design	2/10/2020	5/8/2020	$ 2,002.00	Additional Duties	additional 3.74 hrs
O'Brien, Timothy	Asssoc., Prof., Mathematics	Mathematics	1/2/2020	6/30/2020	$ 6,392.00	Additional Duties	Director of QEP
Privott, Daryl	Assoc. Prof., Adult & Higher Ed	Faculty Ctr for Teach and Learn	5/16/2020	6/30/2020	$ 6,000.00	Additional Duties	Director of FCTL
Perkins, Elizabeth	Assoc. Prof. Criminology	Sociology, SW and Criminology	5/11/2020	8/12/2020	$ 12,616.00	Grant Work	Summer Grant work
Schack, Edna	Prof., Education	Early Child, Elem and Spec Educ	6/1/2020	6/1/2020	$ 3,306.00	Grant Work	NKU MATH Project Director
Becker, Kyrsten	Assoc. Head Women's Volleyball Coach	WVOL/Athletics	2/1/2020	4/30/2020	$ 6,873.44	Other	Beach Volleyball duties
Beckham, Lesile	Ast. Prof., Educ (FGSE)	Foundational and Grad Stud Educ	1/2/2020	6/30/2020	$ 5,842.00	Other	10th month Eagle Scholars Program
Biggs-Fleck Octavia	Little Co. Director	Music, Theatre and Dance	1/13/2020	5/8/2020	$ 5,200.00	Other	6 credit hours
Combs, Michael	Research Engineer	Craft Academy Student Services	1/21/2020	5/8/2020	$ 2,100.00	Other	Coach/menorfor robot competition
Dennis, Craig	Ret. Spec./Eagle Success Prog. Coor.	Dean, Arts, Humanities and SS	1/13/2020	5/11/2020	$ 2,100.00	Other	3 credit hours
Fife, Steven	PT Lecturer	Sociology, SW and Criminology	1/13/2020	5/11/2020	$ 2,100.00	Other	3 additional credit hours
Frisby, Joshua	Programmer Analyst Institutional Research	Upward Bound	3/5/2020	3/7/2020	$ 100.00	Other	Teaching on return trip
Gordon, James	Director, Athletics	WVOL/Athletics	2/1/2020	6/30/2020	$ 10,416.65	Other	Serving as Head Women's Volleyball Coach
Grimes, Connie	Instructor, CIS	Dean, Arts, Humanities and SS	1/13/2020	5/11/2020	$ 2,100.00	Other	3 credit hours
Hunt, Jared	Police Supervisor(Lieutenant)	Engineering and Technology Mgt	1/13/2020	5/11/2020	$ 2,100.00	Other	3 credit hours
Kelsey, William	Building Services Technician	Bulding Services	3/1/2020	3/31/2020	1.80/hr	Other	Serving as BLDG Services Manager
Kessinger, Michael	Asst. Prof, Educ Leadership	Craft Academy Student Services	8/1/2019	10/16/2019	$ 1,311.45	Other	PSAT Coaching for CRAFT Academy
Lewis, Erik	Lecturer	Hist, Phil, Pol, I'nt and Legal	1/13/2020	5/12/2020	$ 2,100.00	Other	3 additional credit hours
Lintzenich, Devin	Equestrian Coach/Instructor	Agricultural Sciences	10/16/2019	12/5/2019	$ 1,100.00	Other	2 continuing education horseback riding classes
Mesa-Gaido, Elizabeth	Prof., Art	Art and Design	5/15/2020	6/30/2020	$ 5,000.00	Other	Summer Fellowship
Modaff, John	Prof., Speech	Comm, Media and Languages	2/13/2020	2/13/2020	$ 187.94	Other	Evaluation of Prior Learning student portfolio
Moore, Keith	Registrar	School of Business Administration	1/13/2020	5/11/2020	$ 2,100.00	Other	3 credit hours
Murphy, Mark	Director, SBDC	Small Business Development Ctr	1/1/2020	1/31/2020	$ 1,000.00	Other	Additional Duties
Nataraj, Sam	Prof., CIS	School of Business Administration	12/1/2019	12/15/2019	$ 2,500.00	Other	Greg Palmer Endowed Prof of Bus.
Nataraj, Sam	Prof., CIS	School of Business Administration	2/11/2020	2/11/2020	$ 3,000.00	Other	Completion of Module four 19-20 Healthcare Leadership Cer. Prog
Nelson, Johnathan	Assoc. Dean/Associate Prof. Mngment	School of Business Administration	10/21/2019	11/21/2019	$ 1,000.00	other	facilitation of development of MSU Teach strategic plan
Noble, Christopher	PT Lecturer	Nursing	1/13/2020	5/11/2020	$ 3,000.00	Other	3 additional credit hours
Nutter, April	Web Digital Marketing Director	Sociology, SW and Criminology	1/13/2020	5/11/2020	$ 2,100.00	Other	3 credit hours
O'Dell, Gary	Prof., Geography	Hist, Phil, Pol, I'nt and Legal	5/15/2020	6/30/2020	$ 5,000.00	Other	Summer Fellowship
Prater, Misty	Trio Academic Coordinator	Kinesiology, Hlth, and Imag Scie	1/13/2020	5/11/2020	$ 4,000.00	Other	4 credit hours
Ratliff, Janet	Assoc. Prof., Management & Entrepreneurship	School of Business Administration	12/1/2019	12/15/2019	$ 2,500.00	Other	appointment as Smith Endowed Chair
Stapleton, Samuel	Instructor, Management	School of Business Administration	1/13/2020	5/8/2020	$ 2,500.00	Other	MBA Director for SCBA
Tenyer, Robert	Head Football Coach	FOOT/Athletics	12/13/2019	12/15/2019	$ 2,090.11	Other	Vehicle Allowance
Todd, Robert	Head Women's Basketball Coach	WBAK/Athletics	3/15/2020	3/15/2020	$ 2,347.90	Other	2017,2018,2019 summer basketball camps
Watkins, Rodney	Coord., User Services	Camden Carroll Library	1/13/2020	5/11/2020	$ 2,100.00	Other	3 credit hours
Wells, Carolyn	Clinical Instructor	Nursing	2/11/2020	3/10/2020	$ 2,000.00	Other	2 additional credit hours
Whitt, Bridgette	Distance Instruction Librarian	Camden Carroll Library	1/13/2020	3/6/2020	$ 700.00	Other	1 credit hour
Whitt, Bridgette	Distance Instruction Lib. Ext. Camppus & Dual Credit	Camden Carroll Library	3/9/2020	5/8/2020	$ 700.00	Other	1 credit hour
Wolff, Kyle	Asst. Athletic Trainer	Kinesiology, Hlth, and Imag Scie	1/13/2020	5/11/2020	$ 2,100.00	Other	3 credit hours
Blankenship, Angela	Instructor, Social Work	Sociology, SW and Criminology	8/19/2019	12/13/2019	$ 402.00	Over the Road	Ashland
			Effective	Ending			

Supplementals March 2020

Name	Title	Department/Office	Date	Date	Salary	Supplemental Type	Comments
Geurin, Lynn	Associate Prof., Social Work	Sociology, SW and Criminology	8/19/2019	12/13/2019	$ 327.60	Over the Road	Prestonsburg
Hall, Raymond	Instructor, Social Work	Sociology, SW and Criminology	8/19/2019	12/13/2019	$ 156.80	Over the Road	Ashland
Himes, Monica	Asst. Prof., Social Work	Sociology, SW and Criminology	8/19/2019	12/13/2019	$ 294.00	Over the Road	Ashland
Martin, Tamala	Inst., Ed	Early Child, Elem and Spec Educ	8/19/2019	12/13/2019	$ 348.40	Over the Road	P-Burg
Stultz, Sherry	Prof. Ed.	Early Child, Elem and Spec Educ	8/19/2019	12/13/2020	$ 214.40	Over the Road	P-Burg
Bycura, Miescha	Instructor, Spanish	Comm, Media and Languages	1/13/2020	5/11/2020	$ 2,100.00	Overload	3 credit hours
Hardesty, Constance	Asso. Prof. Sociology	Sociology, SW and Criminology	1/13/2020	5/11/2020	$ 2,100.00	Overload	3 credit hours
Hayes, William	Tech Dir./Scene Shop Sup./Inst. Of Theater	Music, Theatre and Dance	1/13/2020	5/8/2020	$ 2,450.00	Overload	3.25 credit hours
Nataraj, Sam	Prof., CIS	School of Business Administration	1/13/2020	5/8/2020	$ 2,400.00	Overload	3 credit hours
Robinson, Deirdra	Instructor/Facilitator, Social Work	Sociology, SW and Criminology	1/13/2020	5/11/2020	$ 2,100.00	Overload	3 credit hours
Scott, Rebecca	Costume Shop Supervisor/Instructor of Theatre	Music, Theatre and Dance	1/13/2020	5/8/2020	$ 2,625.00	Overload	3.75 credit hours
Alloway, Sissy	Instructor, Spanish	Comm, Media and Languages	12/16/2019	1/10/2020	$ 2,098.97	Winter Session	3 credit hours
Ash, Elizabeth	Intructor of Health and Wellness	Kinesiology, Hlth, and Imag Scie	12/16/2019	1/10/2020	$ 2,761.27	Winter Session	6 credit hours
Birriel, Ignacio	Prof., of Physics	Phy, Earth Sci and Space Syst Eng	12/16/2019	1/10/2020	$ 4,097.22	Winter Session	3 credit hours
Birriel, Jennifer	Prof., of Physics	Phy, Earth Sci and Space Syst Eng	12/16/2019	1/10/2020	$ 3,741.87	Winter Session	3 credit hours
Bruce Grace	Assoc., Prof., Finance	School of Business Administration	12/16/2019	1/10/2020	$ 6,102.60	Winter Session	3 credit hours
Craig, Verdie	Assoc. Prof., Geography	Hist, Phil, Pol, I'nt and Legal	12/16/2019	1/10/2020	$ 2,346.76	Winter Session	3 credit hours
Cyrus, Vivan	Prof., Mathematics	Mathematics	12/16/2019	1/10/2020	$ 1,643.05	Winter Session	6 credit hours
Deaden, Jennifer	Assoc. Prof., Health & Wellness	Kinesiology, Hlth, and Imag Scie	12/16/2019	1/10/2020	$ 3,624.48	Winter Session	3 credit hours
Elgazzar, Heba	Assist., Prof., of Computer Science	Computer Science and Electronics	12/16/2019	1/10/2020	$ 4,800.00	Winter Session	4 credit hours
Elliott, Terry	Asst. Prof., Accounting	School of Business Administration	12/16/169	1/10/2020	$ 8,094.18	Winter Session	6 credit hours
Ghirmay, Teame	Assoc., Prof., Economics	School of Business Administration	12/16/2019	1/10/2020	$ 4,634.64	Winter Session	3 credit hours
Gonzalez, Gina	Prof., of Kinesiology	Kinesiology, Hlth, and Imag Scie	12/16/2019	1/10/2020	$ 572.69	Winter Session	3 credit hours
Goodpaster, Wretha	Assist. Prof., Imaging Sciences	Kinesiology, Hlth, and Imag Scie	12/16/2019	1/10/2020	$ 1,869.57	Winter Session	3 credit hours
Graves, Mark	Prof. English	English	12/16/2019	1/10/2020	$ 2,609.78	Winter Session	3 credit hours
Grimes, Connie	Instructor, Information Systems	School of Business Administration	12/16/2019	1/10/2020	$ 4,608.19	Winter Session	6 credit hours
Grupe, Dirk	Assist. Prof., Earth and Space Science	Earth and Space Science	12/16/2019	1/10/2020	$ 1,891.26	Winter Session	3 credit hours
Hail,, Michael	Prof., Political Science	Hist, Phil, Pol, I'nt and Legal	12/16/2019	1/10/2020	$ 3,331.61	Winter Session	6 credit hours
Hall, Raymond	Instructor, Sociology	Sociology, SW and Criminology	12/16/2019	1/10/2020	$ 2,140.15	Winter Session	3 credit hours
Haller, Lynn	Assoc., Prof., of Psychology	Psychology	12/16/2019	1/10/2020	$ 7,602.84	Winter Session	6 credit hours
Hardesty, Constance	Assoc. Prof. Sociology	Sociology, SW and Criminology	12/16/2019	1/10/2020	$ 3,400.00	Winter Session	3 credit hours
Hruby, Alison	Assoc. Prof., English	English	12/16/2019	1/10/2020	$ 3,325.68	Winter Session	3 credit hours
Jaisingh, Lloyd	Prof., of Mathematics	Mathematics	12/16/2019	1/10/2020	$ 8,542.46	Winter Session	6 credit hours
Jenab, Koiuroush	Asst. Prof., of Engineering and Tech. Management	Engineering and Technology Mgt	12/16/2019	1/10/2020	$ 5,362.50	Winter Session	3 credit hours
Johnson, Patrick	Instructor, English	English	12/16/2019	1/10/2020	$ 1,072.98	Winter Session	3 credit hours
Jones, Peggy	Instructor, Nutrition	Kinesiology, Hlth, and Imag Scie	12/16/2019	1/10/2020	$ 2,226.60	Winter Session	3 credit hours
Joshi, Nilesh	Prof., of Engineering and Tech. Management	Engineering and Technology Mgt	12/16/2019	1/10/2020	$ 7,940.25	Winter Session	6 credit hours
Kessinger, Michael	Asst. Prof., Educational Leadership	Foundational and Grad Stud Educ	12/16/2019	1/10/2020	$ 3,288.19	Winter Session	6 credit hours
Klecker, Beverly	Prof., Education	Foundational and Grad Stud Educ	12/16/2019	1/10/2020	$ 7,993.68	Winter Session	6 credit hours
Lennex, Lesia	Prof., Education	Middle Grades/ Sec Educ	12/16/2019	1/10/2020	$ 6,947.85	Winter Session	6 credit hours
Masterson, James	Assoc. Prof., Political Sci	Hist, Phil, Pol, I'nt and Legal	12/16/2019	1/10/2020	$ 2,386.46	Winter Session	3 credit hours
McClave, LaDonna	Assoc. Prof., Nursing	Nursing	12/16/2019	1/10/2020	$ 3,163.05	Winter Session	3 credit hours
Middleton, Steven	Instructor, Mass Communication	Comm, Media and Languages	12/16/2019	1/10/2020	$ 1,802.93	Winter Session	3 credit hours
Modaff, John	Prof. Speech	Comm, Media and Languages	12/16/2019	1/10/2020	$ 5,618.20	Winter Session	3 credit hours
Mohammed, Fatma	Assoc., Prof., Management	School of Business Administration	12/16/2019	1/10/2020	$ 5,423.46	Winter Session	3 credit hours
Murray, Donell	Instructor, Communication	Comm, Media and Languages	12/16/2019	1/10/2020	$ 1,789.02	Winter Session	3 credit hours
Nataraj, Sam	Prof., Information Systems	School of Business Administration	12/16/2019	1/10/2020	$ 10,650.89	Winter Session	6 credit hours
Nehring, Daniel	Instructor, Management	School of Business Administration	12/16/2019	1/10/2020	$ 6,542.40	Winter Session	6 credit hours
Nelson, Johnathan	Assoc., Dean., Assoc., Prof., management	School of Business Administration	12/16/2019	1/10/2020	$ 5,779.44	Winter Session	3 credit hours
Ortega-Moody, Jorge	Asst., Prof., of Engineering and Technology Management	School of Business Administration	12/16/2019	1/10/2020	$ 10,543.50	Winter Session	6 credit hours
Peng, Chien-Chih	Prof., Finance	School of Business Administration	12/16/2019	1/10/2020	$ 5,110.75	Winter Session	3 credit hours
Perkins, Elizabeth	Assoc. Prof., Criminology	Sociology, SW and Criminology	12/16/2019	1/10/2020	$ 3,882.52	Winter Session	3 credit hours

Name	Title	Department/Office	Effective Date	Ending Date	Salary	Supplemental Type	Comments
Rashad, Sherif	Prof., Computer Science	School of Business Administration	12/16/2019	1/10/2020	$ 1,008.00	Winter Session	6 credit hours
Ratliff, Janet	Assoc., Prof., of Entrepreneurship	School of Business Administration	12/16/2019	1/10/2020	$ 5,370.24	Winter Session	3 credit hours
Reeder, Brian	Prof., Biology	Biology and Chemistry	12/16/2019	1/10/2020	$ 16,662.24	Winter Session	9 credit hours
Reid, Steven	Assoc., Prof., of Geoscience	Earth and Space Science	12/16/2019	1/10/2020	$ 2,257.08	Winter Session	3 credit hours
Ross, Randy	Prof., Mathematics	Mathematics	12/16/2019	1/10/2020	$ 2,471.97	Winter Session	6 credit hours
Sadler, Shelley	Instructor of Nursing	Nursing	12/16/2019	1/10/2020	$ 1,584.00	Winter Session	3 credit hours
Scott, Alana	Assoc. Prof., History	Hist, Phil, Pol, I'nt and Legal	12/16/2019	1/10/2020	$ 908.57	Winter Session	3 credit hours
Shi, Bo	Assoc. Prof., Finanace	School of Business Administration	12/16/2019	1/10/2020	$ 6,479.82	Winter Session	3 credit hours
Shope, Shane	Asst., Prof., Education Leadership	Foundational and Grad Stud Educ	12/16/2019	1/10/2020	$ 3,265.92	Winter Session	3 credit hours
Stapleton, Samuel	Instructor, Management	School of Business Administration	12/16/2019	1/10/2020	$ 2,567.24	Winter Session	3 credit hours
Stultz, Sherry	Assoc. Prof., Ed., Learning & Behavorial Disorders	Early Child, Elem and Spec Educ	12/16/2019	1/10/2020	$ 4,436.19	Winter Session	6 credit hours
Subramaniam, Vijayaratnam	Assist., Prof., Agricultural Science	Agricultural Sciences	12/16/2019	1/10/2020	$ 1,209.47	Winter Session	3 credit hours
Susan, Paul	Instructor, Social Work	Sociology, SW and Criminology	12/16/2019	1/10/2020	$ 960.00	Winter Session	3 credit hours
Trent, Christy	Instructor, Business Communications	School of Business Administration	12/16/2019	1/10/2020	$ 2,700.00	Winter Session	3 credit hours
Waltmire, Joshua	instructor of Mathematics	Mathematics	12/16/2019	1/10/2020	$ 2,200.00	Winter Session	6 credit hours
White, Ilsun	Prof., of Psychology	Psychology	12/16/2019	1/10/2020	$ 4,238.30	Winter Session	3 credit hours
Xu, Qingzhou	Asst. Prof. Engineering and Technology Managemen	Engineering and Technology Mgt	12/16/2019	1/10/2020	$ 3,780.00	Winter Session	6 credit hours
Total Appointment Status Actions: 122							

Recommendation:

That the Board of Regents approve the attached policy revisions.

Background:

From 1977 through February 1984, numerous academic and administrative policies were recommended to, and adopted by, the MSU Board of Regents. These "policy statements," as they were labeled, were initially published in a Policy Manual in 1977 and published again in February 1984 with some revisions as approved by the Board.

In 1985, the Board of Regents approved personnel policies published in a comprehensive Personnel Policy Manual, which superseded personnel-related policies in the 1984 policy manual and other documents. The Personnel Policy Manual is now the "official" document where all Board approved policies related to personnel issues are published.

The Personnel Policy Manual is divided into five sections. The first section is on general personnel policies that apply to a variety of classifications of faculty and staff members. Unless specified otherwise, each policy in this section applies to all employees. The policy symbol for general policies is PG.

Four additional sections contain policies specific to a particular classification category as follows:

Classification Category	Policy Symbol
Academic	PAc
Administrative	PAd
Staff Exempt	PSE
Staff Nonexempt	PSNE

Definitions of these classification categories are presented in PG-2.

Prepared by: Jill Ratliff

Attached Reviewed/Revised Policies:

Number	Title	Revisions
PG-11	Leave of Absence without Salary for Extended Active Military Service	Minor text revisions – revised wording for clarification.
PG-24	Time Off for Death in Family or Funeral	Minor text revisions- revised wording for clarification, to define time off periods, and to expand definition of immediate family.
PAc-17	Sabbatical Leave of Absence	No recommended revisions.
PAc-28	Educational Leave of Absence	No recommended revisions.

Policy: PG-11

Subject

Leave of Absence without Salary
for Extended Active Military Service

Approval Date: 07/01/85
Revision Date: 11/30/01,
Last Review Date:

PURPOSE: To establish the University's support and commitment to employees who are called to active or volunteer duty as members of the National Guard or military reserves.

ELIGIBILITY
FOR LEAVE: Each All Full-time or part-time University faculty or staff member employees, who have completed at least one day of regular employment with the University immediately preceding the effective date of the requested military leave and who have been ordered to report to active duty on a specific date, are eligible for leave upon advance written or verbal notice to the University or otherwise giving notice as prescribed by law.

LENGTH OF LEAVE: For the purpose of this policy, extended active military service is considered to be more than 14 calendar days. Military service of 14 days or less falls under the guidelines of PG-10, Leave of Absence with Pay for Short-Term Military or National Guard Service or Training Duty.

Military Leaves of Absence under this policy are generally without pay; however, at the option of the employee, any accrued vacation leave may be used.

The cumulative length of the military leave of absence and all previous absences from a position of employment at the University by reason of service in the uniformed services generally shall not exceed five years except as set forth in the Uniformed Services Employment and Reemployment Rights Act (USERRA). (Contact the Office of Human Resources for more information).

LENGTH OF
SERVICE CREDIT: The period of a military leave of absence will be added to any length of University service credit that a faculty or staff member an employee may have otherwise.

MEMBERSHIP IN
EMPLOYEE BENEFITS: Health and Dental Insurance: If the military leave is for 30 or fewer days, employees will remain on the University's health and dental care plan. If the leave is for more than 30 days, employees may elect COBRA coverage for themselves and their dependents, if applicable. Prior to a military leave, provisions must be made for timely payment of any premiums/contributions due by the employee to ensure uninterrupted coverage. Upon return to active service

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with the University, health and dental insurance coverage will be reinstated without any waiting period of exclusions for pre-existing conditions, other than the waiting periods or exclusions that would have applied had there not been an absence for military service.

Other University Insurance Programs: These benefits cease 31 days from the end of the pay period in which the leave of absence for military service becomes effective. Upon return to active duty, participation in the University's life insurance program will be in force immediately and will not be subject to any underwriting approval.

Retirement Programs: During any period of unpaid military leave, no retirement contributions are paid by the University or by the employee on military leave. Upon return to active employment, employees may receive service credit by paying the appropriate contributions according to regulations established by the applicable retirement system.

Vacation and Sick Leave: Vacation and Sick Leave will not continue to accrue during any unpaid military leave period. Military leave will count as active employment for purposes of determining the appropriate vacation and sick leave accrual rate. Upon return to active employment following a military leave, vacation and sick leave balances will be restored and immediately available to the employee.

TIME OFF BEFORE MILITARY LEAVE COMMENCES:

The employee is to be afforded sufficient time off from the employer prior to starting military duty in order to travel to the duty location and arrive fit to perform the military service. Determination of exact time shall be made on a case-by-case basis.

RETURN TO ACTIVE UNIVERSITY SERVICE:

~~A faculty or staff member~~ An employee may return to active service with the University, if ~~he/she~~ they so desire~~s~~, at the termination of the military leave as long as ~~he/she~~ they ~~notifies~~ notify ~~his/her~~ their immediate supervisor or Dean of ~~his/her~~ their intention to return to active University employment within the time frames set forth below:

a). Less than 31 days service: By the beginning of the first regularly scheduled work period after the end of the calendar day of duty plus time required to return home safely and an eight-hour rest period. If this is impossible or unreasonable, through no fault of the employee, then return must be as soon as possible.

b). 31 to 180 days: Employee must notify ~~his/her~~ their immediate supervisor or Dean within 14 days of ~~his/her~~ their completion of service. If the 14th day falls on a non-business day, then notification may be delivered on the next business day thereafter. If this is impossible or unreasonable, through no fault of the employee, then as soon as possible.

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c). 181 days or more: Employee must notify ~~his/her~~ their immediate supervisor or Dean within 90 days of completion of ~~his/her~~ their military service. If the 90th day falls on a non-business day, then notification may be delivered on the next business day thereafter. If this is impossible or unreasonable through no fault of the employee, then as soon as possible.

d). Service-connected injury or illness: Reporting or notification deadlines are extended for up to two years for employees who are hospitalized or convalescing.

As long as ~~he/she~~ they ~~meets~~ the active duty separation requirements set forth in the Act, an employee returning from military leave shall return to the same position ~~he/she~~ they would have had if continuously employed. In cases where military leave exceeds 90 days, an employee may be given a different job if substantially equivalent to the position held before initiating military leave. If the employee has been on active duty with the Kentucky National Guard, ~~he/she~~ they must be returned to the position occupied before the leave, regardless of the length of the leave. The employee must be awarded any promotions and pay increases that are awarded to similarly situated employees.

The University will seek to reasonably accommodate employees who become disabled because of military service of whose prior disability is aggravated by military service.

The University reserves the right to request documentation evidencing eligibility for return to employment as permitted by law.

REPLACING AN
EMPLOYEE ON
MILITARY LEAVE:

If it is necessary to replace an employee ~~a faculty or staff member~~ who is granted a leave of absence for military service, the appointment of the new person will be for a period not longer than the duration of the military absence of the original person. The new person shall be informed in writing of the conditions of employment when employment begins.

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Policy: PG-24

Subject

Time Off for Death
in Family or Funeral

Approval Date: 07/01/85
Revision Date: 03/26/87 09/12/19

PURPOSE:

To provide conditions wherein time off without loss of pay for work time missed is granted for a regular, full-time or continuing, part-time faculty or staff member for a death in the family or funeral attendance.

PAID TIME OFF
LIMITS:

Up to three days shall be granted without loss of pay for work time missed within a seven consecutive day period commencing with the date of death of a ~~member of a~~ staff member's immediate family for attendance to funeral matters. An exception may be made in a case requiring extensive travel time for a funeral outside the state of Kentucky and more than 400 miles from the staff member's residence. When such exception is approved by the appropriate supervisor, up to two additional ~~work~~ days off may be granted.

Time off without loss of pay ~~also may~~ may also be approved by the appropriate supervisor not to exceed one-half (1/2) day (3.5 hours for 37.5 hour employee or 4 hours for 40 hour employee) to attend the funeral service of an associate, close friend, or relative not defined as immediate family below.

~~Time off in addition to that described herein, if approved, shall be taken as no-pay time or accrued vacation or earned compensatory time, at the staff member's~~ employee's ~~option~~ ~~preference.~~

Additional time off, if approved, can be taken as vacation or no-pay if time is not available.

~~An~~ staff member ~~employee~~ ~~already on time off chargeable to an authorized University holiday excluding vacation shall not receive such death-in-family paid time off for that day.~~
An authorized University holiday will not be charged as time off for Family Death or Funeral.

IMMEDIATE FAMILY:

An employee's ~~staff member's~~ immediate family is defined as:

Father or father-in-law
Mother or mother-in-law
Stepfather or stepmother
Son or Daughter-in-law

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Brother, sister, or brother- or sister-in-law
Stepbrother or stepsister
Spouse
Child or stepchild
Grandmother or grandfather
Grandmother or grandfather-in-law
Grandchild
Former guardian

PAc-17 Sabbatical Leave of Absence

Policy: PAc-17
Subject: Sabbatical Leave of Absence

Approval Date: 07/01/85
Revision Date: 03/10/97
Revision Date: 03/03/2001
Revision Date: 06/10/2001; 10/18/2012
Last Review Date: 3/26/2020

PURPOSE:

To provide a leave of absence with pay for research and independent study, professional enhancement such as institutes and workshops, and travel related to the applicant's professional interests. Sabbatical leaves will not be granted for the purpose of pursuing an advanced degree.

PRINCIPLES:

The privilege of a sabbatical leave of absence may be granted to an individual who has demonstrated through annual performance evaluations (1) above-average teaching, scholarship, or service, and (2) a good potential to provide tangible contributions to the University upon completion of the sabbatical leave of absence.

All requests for sabbatical leave will be considered. However, budgetary constraints may limit the number of leaves granted.

ELIGIBILITY:

Full-time faculty members and academic administrators may apply for a sabbatical leave of absence provided they meet all of the following criteria:

1. Rank of Assistant Professor, Associate Professor, or Professor.
2. A minimum of six consecutive contract years of full-time service.
3. a. Tenured (if they are paid through the University) or
   b. If paid with funds provided by an agency other than the University, and in a non-tenured position, they have served at least seven years in one of the ranks listed above. In these cases, the use of restricted funds for sabbatical leaves must be allowed by the granting agency.
4. Must agree to provide two contract years of full-time service to the University following return from the sabbatical leave.

Professional librarians may also apply for a sabbatical leave of absence provided they meet all of the following criteria:

1. A minimum of six consecutive contract years of full-time service
2. Must agree to provide two contract years of full-time service to the University following return from the sabbatical leave.

CRITERIA FOR CONSIDERATION:

All of the following factors will be considered when evaluating an application for sabbatical leave:

1. The potential value of the leave for the professional growth of the applicant.
2. The quality of the applicant's teaching, scholarship, and service (or performance in equivalent areas for professional librarians) as demonstrated by the applicant's annual performance evaluations.
3. The potential to enhance the University, enhance an academic program, or help to meet a program's goals and objectives.
4. The completeness of the sabbatical leave application form.

SUBMISSION OF REQUEST FOR SABBATICAL LEAVE:

The applicant is responsible for submitting the application for a sabbatical leave on a form provided.
Such applications shall be submitted to the Department Chair no later than September 15 preceding the fiscal year during which the leave is to begin. An applicant may submit an application a year in advance.

THE REVIEW AND APPROVAL PROCESS:

The applications shall be reviewed by a Department Leave Committee (composed of tenured faculty members), and in turn by the Department Chair, the College Dean, the University Professional Development Committee, and the Provost. No person shall be on both the departmental leave committee and the University Professional Development committees and no applicant for sabbatical leave shall serve on either. The recommendations of each review level shall be recorded and submitted to the next higher level of review.

The University Professional Development Committee will make recommendations, accompanied by brief evaluations of the applications, in writing to the Provost. At this point the applicants may examine recommendations from all levels of review and, if the recommendations of the

Professional Development Committee are negative, the applicant may respond to the Provost in writing.

The Provost will make recommendations to the President who will make recommendations to the Board of Regents.

All dates and deadlines are enumerated in the Personnel Action Calendar Summary.

Sabbatical leave of absence applications which are recommended by the President are sent to the Board of Regents for final approval at its second quarterly meeting.

Applications submitted a year in advance will be reviewed a year in advance. If a sabbatical leave is denied, a new application may be filed for a future year.

SALARY PAYMENT WHILE ON LEAVE:

A person granted a sabbatical leave may receive full monthly base salary for up to one semester payable over the semester or one-half of the monthly base salary for up to two semesters payable over twelve months. The salary will be based upon that which the person would have received for the academic year had the sabbatical leave not been taken.

RECIPIENT RIGHTS DURING THE LEAVE:

The recipient of a sabbatical leave will retain the following rights during time spent on a sabbatical leave of absence:

1. The recipient may share in the salary increases awarded by the University.
2. If the recipient is a KTRS participant, retirement contributions will not be withheld during the time spent on sabbatical nor will the University make retirement contributions on your behalf. However, sabbatical recipients will be eligible to purchase service credit for the period of time spent on a sabbatical according to the guidelines set forth by the KTRS. If the sabbatical participant chooses to purchase the service credit within the "interest-free period" as established by the KTRS, the University will pay the difference between the service credit purchase price and the amount that would have otherwise been deducted from the recipient's pay if contributions had been allowed by KTRS. If the sabbatical participant chooses not to purchase the service credit, the University will make no contributions on the participant's behalf. Retirement withholdings for non-KTRS sabbatical recipients and contributions by the University on their behalf will continue at the rates in effect before the sabbatical began.[i]
3. The leave period counts toward requirement for promotion.
4. The recipient will return to the former position with the University unless otherwise agreed to by the employer and employee.

5. The recipient who is a member of a University insurance coverage plan will continue to receive coverage at the same rates while on a sabbatical leave. This applies to dependents as well.

RECIPIENT OBLIGATIONS REGARDING THE LEAVE:

The recipient of a sabbatical leave will accept the following obligations regarding the sabbatical leave of absence:

1. After the leave expires, the recipient shall return to service at Morehead State University for at least two years or repay the amount of compensation received while on leave. If the recipient of a sabbatical leave returns to the University for a period less than two years, the amount repayable shall be prorated in relation to the amount of return service given. For example, if he/she returns for one year, the repayable amount shall be one-half the compensation received while on leave.
2. An agreement will be drawn up between the recipient and the University confirming the approved sabbatical plan and the recipient's rights and obligations. The recipient shall make a progress reports to the appropriate college dean at the mid-point and a final report to both the dean and the Provost at the end of the sabbatical leave. Failure of the recipient to comply with the contracted provisions of the sabbatical will result in cancellation of the sabbatical, repayment of all salaries received as a result of being granted the leave, and forfeiture of all rights specified in the sabbatical leave agreement.
3. Since the sabbatical leave is granted for academic purposes, paid employment is not an acceptable basis for such a leave. However, it is recognized that some forms of remuneration as well as scholarships, fellowships, and other honorary stipends may be a legitimate component of an academic experience. Therefore, a limited amount of income is allowable as part of the sabbatical experience. The determination of any limits to be placed on income earned during a sabbatical leave should be made by the University Professional Development Committee as a part of its review of the application. Recommendations as to such limits can be made at all other levels of review.

SUBSEQUENT SABBATICAL LEAVE:

An individual becomes eligible to apply for a subsequent sabbatical leave under the terms and conditions specified above, provided that a minimum of six contract years of full-time service has elapsed since ending a previous sabbatical leave and that the applicant has met all obligations of the previous sabbatical leave, including submission of the final report to the Provost.

EXCEPTIONS:

The President has the option of making exceptions to this policy when deemed in the best interest of the University.

[i] In this section it states that if you are a KTRS participant retirement contributions will not be withheld, however, after the policy was approved by the Board of Regents we were notified that people taking a half year sabbatical with full pay will earn KTRS credit and KTRS deductions will be withheld. We are unable to determine at this time if this will be an ongoing KTRS policy. When we are able to determine if this change is ongoing, this policy will be revised as appropriate with subsequent approvals.

The leave period counts toward requirement for promotion.

PAc-28 Educational Leave of Absence

Policy: PAc-28
Subject: Educational Leave of Absence

Approval Date: 11/17/89
Revision Date: 11/22/91; 03/03/2001; 06/10/2001
Last Review Date: 3/26/2020

PURPOSE:

1. To provide a leave of absence for advanced study leading to the earning of a degree in the applicant's teaching field or a related field.
2. To provide a leave of absence for retraining and preparation for a specific vacancy.

PRINCIPLES:

The privilege of an educational leave of absence may be granted to an individual who has demonstrated through annual performance evaluation of teaching effectiveness, professional activities, and service, an above-average potential to provide tangible contributions to the University upon completion of this educational leave of absence.

All requests for educational leave will be considered. However, budgetary constraints that may vary from year to year may limit the number of leaves granted.

ELIGIBILITY:

Full-time faculty members, Standing I appointments, who meet the following conditions are eligible to apply for an educational leave of absence:

1. Rank of instructor, assistant professor, associate professor, or professor.
2. A minimum of three consecutive contract years of full-time teaching. Time spent on any type of leave of absence is not counted towards full-time service for the purposes of an educational leave.

LIMITATION:

An educational leave will not be granted to an individual who cannot provide two contract years of full-time service to the University following return from the educational leave.

CRITERIA FOR CONSIDERATION:

The following factors will be considered in evaluating an application for an educational leave of absence:

1. The academic department's/University's need for the faculty member to have additional advanced study.
2. The benefit received by the academic department/University as a result of the faculty member completing additional advanced study.
3. Quality of academic service of the faculty member.

APPLICATION PROCEDURE:

The faculty member is responsible for submitting the application for an educational leave on the form provided. Such applications should be submitted to the department chair by December 15 preceding the fiscal year during which the leave is to begin.

REVIEW PROCESS:

The applications shall be reviewed by a Departmental Leave Committee (composed of tenured faculty members), the Department Chair, the College Dean, the University Faculty Leave Committee, and the Vice President for Academic Affairs and Dean of Faculty. No person shall serve on both departmental and University leave committees. The recommendations of each review level shall be recorded and submitted to the next higher level of review.

Recommendations will be made by the Vice President for Academic Affairs and Dean of Faculty to the President.

Educational leave of absence applications which are recommended by the President shall be presented to the Board of Regents for final approval at its third quarterly meeting.

SALARY PAYMENT:

A person granted an educational leave will receive full monthly base salary for up to one semester payable over the semester or one-half of the monthly base salary for up to two semesters payable over nine, ten, or twelve months. The salary will be based upon that which the person would have received for the academic year had the educational leave not been taken. After the Educational Leave of Absence the faculty member is eligible to apply for a leave of absence without pay.

FACULTY RIGHTS DURING THE LEAVE:

The successful applicant will retain the following rights during time spent on an educational leave:

1. The recipient who is a member of a University insurance plan will continue to receive coverage at the same rates while on an educational leave. This applies to dependents as well.
2. If the recipient is a KTRS participant, retirement contributions will not be withheld during time spent on educational leave nor will the University make retirement contributions on their behalf. However, educational leave recipients will be eligible to purchase service credit for the period of time spent on educational leave according to the guidelines set forth by the KTRS. If the educational leave participant chooses to purchase the service credit within the "interest-free period" as established by the KTRS, the University will pay the difference between the service credit purchase price and the amount that would have otherwise been deducted from the recipient's pay if contributions had been allowed by KTRS. If the educational leave participant chooses not to purchase the service credit, the University will make no contributions on the participant's behalf. Retirement withholdings for non-KTRS educational leave recipients and contributions by the University on their behalf will continue at the rates in effect before the educational leave began.
3. The faculty member may request to credit one academic year towards the probationary period for tenure (if in a tenure track position) and length of service in rank for promotion. This request must be made on the Educational Leave of Absence Application Form. Leave not counted towards probationary time will be considered a break in continuous service. Non-tenured faculty members returning from leave not counted towards tenure will be in probationary status with zero years credit unless credit for, up to three years, previous experience at Morehead State University is applied upon return to active employment as specified in PAc-27 (Probationary or Pre-tenure).
4. The recipient will return to the former position with the University unless otherwise agreed to by the employer and employee.

FACULTY OBLIGATIONS:

The recipient will have the following obligations regarding the educational leave:

1. The recipient of an educational leave will submit the following reports to the appropriate college dean:

a. An interim report will be submitted at the completion of each semester/quarter. This report will consist of a description of course work completed and credit earned.

b. A final report will be submitted at the completion of the educational leave consisting of transcripts of courses completed, description of how the leave was spent, and status of degree

completion.

2. An agreement will be drawn up between the recipient and the University stating the approved course work during the educational leave and the recipient's rights and obligations. Failure of the recipient to comply with the contractual provisions of the educational leave will result in cancellation of the leave and forfeiture of all rights specified in the leave agreement.

3. After the educational leave expires the recipient shall return to service at Morehead State University for two years or repay the amount of salary received while on leave. If the recipient of an educational leave returns to the University for a period less than the time contracted, the amount of salary to be repaid shall be prorated in relation to the amount of return service given.

SUBSEQUENT LEAVES OF ABSENCE:

An individual becomes eligible to apply for a subsequent educational leave of absence under the terms and conditions specified.

EXCEPTIONS:

The President has the option of making exceptions to the above stated policy when deemed in the best interest of the University.

Recommendation:

That the Board of Regents approve the granting of promotions from Associate to Professor for the following faculty, with the issuance of their contracts for the 2020-2021 year:

> **Professor**
> Adrian Mandzy, history
> Nilesh Joshi, engineering & technology management
> Michele Walters, nursing

Background:

In accordance with personnel policies, faculty members and librarians desiring promotion are responsible for developing their portfolios for submission to their peers and administrative supervisors for analysis and review, Recommendations from these peer groups and administrators are forwarded to the Provost. The President, based upon recommendations from the Provost, then submits his recommendations to the Board of Regents for approval.

Prepared by: Bob Albert

Recommendation:

That the Board of Regents approve the granting of tenure and promotion from assistant professor to associate professor rank to the following with the issuance of their contracts for the 2020-2021 year:

> Dr. Julia Finch, Assistant Professor of Art and Design
> Dr. Vijay Subramanium, Assistant Professor of Agribusiness
> Dr. Dirk Grupe, Assistant Professor of Astrophysics & Space Science
> Mr. Anthony Dotson, Assistant Professor of Imaging Sciences
> Dr. Michael Kessinger, Assistant Professor of Education (FGSE)
> Dr. Shane Shope, Assistant Professor of Education (FGSE)

That the Board of Regents approve the granting of tenure with professor rank, upon hire, for the following with the issuance of his contract for the 2020-2021 year:

> Dr. Tony Norman, Dean of College of Education

Background:

Assistant professors who successfully gain tenure are automatically promoted to the rank of associate professor without further review by the University Promotion Committee. Faculty members are responsible for developing their own tenure portfolios for submission to their peers and administrative supervisors for analysis and review during the first semester of the last year of their probationary period. These portfolios are reviewed by departmental committees, as well as by the candidate's department chair/associate dean and college dean. The University Tenure Committee receives and reviews the recommendations from these peer groups and administrators and forwards its recommendations to the Provost. Additionally, based on positive recommendations from faculty, the Provost can recommend certain new hires receive tenure and professor rank upon hire. The President, based upon recommendations from the Provost, hereby submits his recommendations to the Board of Regents.

Prepared by: Bob Albert

AMEND 2019-2020 TUITION AND MANDATORY
FEE SCHEDULE FOR GRADUATE COURSES **BOR (III-A-8)**
OFFERED BY COLLEGE OF EDUCATION **April 16, 2020**

Recommendation:

That the Board of Regents approve to amend the 2019-2020 Tuition and Mandatory Fee Schedule for graduate resident students enrolled in 600-level courses offered by the College of Education.

Background:

On June 6, 2019, the Board approved the 2019-2020 Tuition and Mandatory Fee Schedule that included a tuition rate of $570 per credit hour for all graduate students. This tuition rate applied to all graduate students regardless of their residency status or course level enrollment.

Our market analysis shows that our current tuition rate for graduate programs in education (excluding the Ed.D Program) compared to other postsecondary institutions in the state is not competitively priced for resident students. In an attempt to be more competitively priced in the state and to increase graduate enrollment in the College of Education, we are recommending that the tuition rate be lowered from $570 to $374 per credit hour for graduate resident students enrolled in 600-level courses offered by the College of Education. The reduced tuition rate is not based on the graduate program of study, but rather is applicable only to 600-level courses with the following College of Education course prefixes: EDAH, EDEC, EDEL, EDF, EDGC, EDIL, EDMG, EDSE, EDSL, EDSP, EDTC, EDTL, EDUC, and IECE.

The tuition rate of $374 per credit hour is recommended at the current per credit hour tuition rate for undergraduate resident students. Going forward, the tuition rate will continue to follow the published per credit hour tuition rate for undergraduate resident students.

The recommended tuition rate would be effective summer 2020.

Prepared by: Teresa Lindgren

Recommendation:

That the Board approve the 2020-2024 University Technology Plan.

Background:

The University Technology Plan represents the 2020 update of the 2014-2018 University Technology Plan. This plan highlights major accomplishments, identifies ongoing initiatives, and plans for future technology growth. The goal in updating the University Technology Plan was to align the mission, vision, and strategy of information technology with the University Strategic Plan, SOAR. Each initiative in the technology plan supports one or more SOAR strategic goals. This plan will guide technology strategy, planning, and resource allocation. As higher education continues to evolve, technology leadership will enable Morehead State University to embrace this change. With all strategic plans, and even more with technology strategic plans, this is a living document. This plan will be updated as new technologies, strategies, and opportunities arise.

Prepared by: Chris Howes

MOREHEAD STATE UNIVERSITY

UNIVERSITY TECHNOLOGY PLAN
2020-2024

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University Technology plan

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Letter from the President

Higher education is experiencing rapid change and it is necessary for institutions of higher learning to plan for and embrace change. Technology is a key driver of this change; from the way we engage the campus community, our ideas of instructional delivery, to our approach for supporting student success.

The University Technology Plan represents the 2020 update of the 2014-2018 University Technology Plan. This plan highlights major accomplishments, identifies ongoing initiatives, and plans for future technology growth. Our goal in updating the University Technology Plan was to align the mission, vision, and strategy of information technology with our University Strategic Plan, SOAR. Each initiative in the technology plan supports one or more SOAR strategic goals.

This plan will guide technology strategy, planning, and resource allocation.   As higher education continues to evolve, technology leadership will enable Morehead State University to embrace this change. With all strategic plans, and even more with technology strategic plans, this is a living document. This plan will be updated as new technologies, strategies, and opportunities arise.

I encourage you to review the University Technology Plan and become familiar with our technology mission, vision, and promise to the campus community.

Dr. Joseph 'Jay' Morgan, President

Letter from the CIO

Today, more than ever, technology is transforming our world. Information technology is now ubiquitous in all areas of the University and is critical for continued success. The University Technology Plan is an update to the 2013-2018 plan and provides a collaborative approach for leading information technology and is closely aligned with the University Strategic Plan, SOAR.

Technology can positively impact the student experience, leading to increased enrollment and retention. The plan continues to focus on growing a student-services technology ecosystem that engages and supports the entire student life cycle. The enhanced learning spaces, data governance, and project management initiatives will promote a technology environment centered on student success.

Institutions of higher education are embracing technology to usher in a digital era of shared experiences and greater connectedness. Even so, we must be diligent in closing the digital divide and providing a world class technology experience. The plan highlights our accomplishments with technology infrastructure and connectivity, laying the foundation to partner with providers of new high-speed state networks, including within our service region. The distance learning initiative continues to build on technology solutions to improve rural accessibility to University offerings.

Opportunities to innovate with technology are exciting, but notable challenges exist. The growth of cyber threats is escalating at an alarming pace and increasing the risk landscape for all organizations. Information Security and Compliance is a foundational initiative of the technology plan, acknowledging the importance of protecting institutional data and user privacy.

The updated University Technology Plan for 2020-2024 reinforces the role of information technology as a strategic partner supporting the vision of Morehead State University - to become the best public regional university in the South.

Dr. Chris Howes, Chief Information Officer

Executive Summary

Throughout the development of the plan, the strategic technology initiatives were aligned with the University's four strategic goals:
- Student Success
- Outcomes (Performance Based Funding),
- Academic Excellence
- Rankings Reputation and Regional Responsiveness.

The plan establishes five guiding principles as technology core values:
- Security
- Transparency
- Accountability
- Innovation
- Reliability

In total, the 2014-2018 plan identified fifteen strategic initiatives. This plan highlights accomplishments with initiatives:
- #4 Technology Organization
- #7 Project Intake and Management
- #8 Reassessment and Refresh
- #10 Technology Infrastructure
- #11 Distance Learning
- #12 Identity and Access Management

In total the updated plan identifies 16 strategic initiatives. While all initiatives are important, the following initiatives are focus areas for 2020-2024.

2020-2022
- #1 Technology Governance
- #2 Strategic Technology Planning
- #5 Professional Development
- #9 Technology Service Management
- #16 Information Security and Compliance
2022-2024
- #3 Institutional Data Management
- #6 Training and Awareness
- #13 Help Desk
- #14 Digital Content Management
- #15 Learning Spaces

University Strategic Plan (SOAR)

Morehead State University embarked on a new visioning and planning process during 2017. This process was guided by the leadership of President Joseph A. Morgan and culminated in development of the Vision & Strategic Plan 2018-2022 (SOAR). The University Technology plan has been updated to align with the vision and strategies outlined by SOAR.

University Vision, Mission and Core Values

Vision

We aspire to be the best public regional university

in the South.

Mission Statement

As a community of lifelong learners, we will:

• Educate Students for success in a global environment;

• Engage in scholarship;

• Promote diversity of people and ideas;

• Foster innovation, collaboration and creative thinking; and

• Serve our communities to improve the quality of life.

Core Values

We strive to exemplify these core values in all that we do:

• People come first and are treated with dignity and respect;

• Lifelong Learning, Scholarship and Service;

• Diversity and Inclusion of people and thought;

• Excellence, Honesty, Integrity, and Trust.
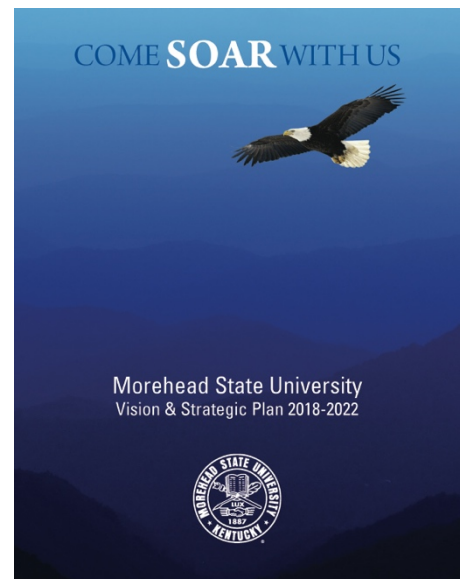
SOAR

Student Success

Morehead State University will support student success by investing in and providing experiences that enrich academic, co-curricular, and career goals in order to prepare students for a diverse and ever-changing world.

Outcomes (Performance Based Funding)

Morehead State University will strengthen its financial position through alignment with the state's Performance Based Funding Model supported by strategic resource reallocation decisions and overall sound fiscal management.

Academic Excellence

Morehead State University will enhance academic excellence through the scholarship and active mentorship of a well-rewarded, diverse, and dedicated faculty and staff that employ innovative, high-quality academic programs and services to engage students in the culture of experiential, life-long learning, citizenship, and achievement.

Rankings, Reputation & Regional Responsiveness

Morehead State University will engage in productive relationships with constituents in order to enhance the reputation of the University, improve the way we are ranked compared to benchmark peers, increase the private support we provide to our students and strengthen our efforts toward serving our state-defined region.

Technology Mission, Vision, Promise and Core Values

Overview

A Technology Mission and a Technology Vision were developed and intend to communicate a common purpose for MSU's technology community. Since the focus of this plan is to support the University in achieving its strategic goals, the technology mission and vision directly reflect the mission and vision set forth in the University's strategic plan, SOAR.

In support of the mission and vision, the plan identifies a Promise to the MSU Community and establishes a set of Core Values. The promise is the technology community's commitment to its constituents regarding the experience that it provides to MSU. The core values are the principles that guide actions and decisions related to technology at MSU.

Collectively, the Mission, Vision, Promise, and Core Values were considered throughout this plan and are intended to guide future decisions that relate to technology at the University.

Technology Mission

The technology community will support the success of the objectives set forth in the MSU Mission. As a community of learners committed to individual achievement, MSU's mission is to:

• Educate Students for success in a global environment;

• Engage in scholarship;

• Promote diversity of people and ideas;

• Foster innovation, collaboration and creative thinking; and

• Serve our communities to improve the quality of life.

Technology Vision

To support MSU in its vision to become the best public regional university in the South.

Technology Promise to the MSU Community

1. The technology community will help the University strengthen and build relationships within and beyond the MSU service region.

2. The technology community will provide the University with access to relevant technology applications, tools, and services in support of the University mission.

Technology Core Values

1. **Security**

   The University will demonstrate a commitment to security and reliability in the delivery and use of technology resources and services.

2. **Transparency**

   The University will embrace a transparent structure for technology decision making, communication, and planning that supports the strategic mission.

3. **Accountability**

   The University will demonstrate accountability by leveraging technology investments to their greatest capability.

4. **Innovation**

   The University will be innovative in its use of technology resources to achieve goals.

5. **Reliability**

   The University will provide quality access to information and services regardless of time, place, or device to its constituents.

Accomplishments

In total, the 2014-2018 plan identified fifteen strategic initiatives. Focus was given to initiatives #4 Technology Organization, #7 Project Intake and Management, #8 Reassessment and Refresh, #10 Technology Infrastructure, #11 Distance Learning, and #12 Identity and Access Management.

Initiative #4, Technology Organization

Assess and align the current technology organization in order to improve collaboration and to optimize the effectiveness and efficiency of technology services.

Following development of the UTP in 2013, the MSU OIT organization was assessed to identify opportunities to increase effectiveness and efficiency. Resources within OIT were realigned to better engage administrative and academic areas, including the addition of functional area business analysts. The MSU Office of Information Technology (OIT) now consists of Infrastructure Services, Enterprise Application Services, Project and Change Management, and Customer Support areas. These areas are foundational to the overall OIT organization and provide technology services to the MSU campus community, including Faculty, Staff, and Students.

Initiative #7, Project Intake and Management

Establish a process that facilitates project intake decisions that are aligned with the University's operational needs and strategic objectives.

Project and Change Management is a core foundational component to a successful Information Technology (IT) organization. The office of Project and Change Management is a new addition to the OIT organization. This addition has provided oversight, structure, and management to technology projects.

A standards-based methodology was adopted to guide technology projects. The MSU OIT project management methodology is based on the Project Management Institute (PMI) global standards and guidelines, specifically the Project Management Body of Knowledge (PMBOK) guide Fifth Edition. Research has shown the importance of using a standards-based framework for project management. While not universally applicable, the general phases of conception and initiation, planning, execution, performance/monitoring, and project close are followed.

Project management leadership examples include:

- Offsite Disaster Recovery Project

- Datacenter Refresh and Co-Location Project

- Student Registration Self-Service Project

- Student Finance Management Self-Service Project

- Enterprise Hosted Communications Project

- Network Infrastructure Refresh Project

- Residential Hall WiFi Deployment Project

- ADUC Renovation (Technology) Project

Initiative #8, Reassessment and Refresh

Establish a technology reassessment and refresh program that is informed by an ongoing technology reassessment policy.

The Office of Information Technology (OIT) establishes configuration standards annually for enterprise computer systems. These standards are developed with our partners (Dell and Apple) with consideration for price, performance, and use. There may be limited deviations from these standards, as use cases justify.

Procurement of new devices involve each College/Division, the Office of Procurement Services, Budget and Finance, and OIT. The annual refresh budget is distributed by Budget and Finance to each College/Division. Each College/Division has responsibility to prioritize and effectively manage their budget and refresh selections. The development and prioritization of College refreshment plans are often led by the College technology liaisons. The OIT provides system information and also assist with this process. The goal is to refresh enterprise systems on a four-year cycle.

The OIT manages the refresh of classroom and computer lab devices, in collaboration with the College technology liaisons.

Initiative #10, Technology Infrastructure

Establish a plan to build and maintain a robust infrastructure that will grow with technology changes.

In support of the University Technology plan (UTP), an infrastructure upgrade plan was developed to enhance technology services on campus. The scope and impact of this project was significant and included replacement of all legacy infrastructure components on campus. The project was a multi-year initiative that was completed in 2017. The

infrastructure improvements were prioritized based on long term strategic plans and in consideration of disaster recovery and business continuity needs.

The campus community expressed strong demand for increased wireless availability across campus. With increased usage of mobile devices, wireless access has become increasingly important, especially for students. The University completed a project for expanding wireless access using an approach that prioritizes areas based on impact and feasibility. In 2014, wireless was available in a limited number of MSU campus facilities. As of project completion, ubiquitous wireless coverage is available in all of MSU campus facilities, including residential halls, academic halls, administration buildings, and outdoor spaces.

The University also replaced the outdated PBX communication system with next generation hosted Cisco collaboration solutions and updated legacy cabling to CAT 6 (or CAT6A) data cables in all campus facilities. These updates allowed the University to consolidate its voice and data infrastructure into a single network.

Additionally, Morehead State University partnered with Northern Kentucky University (NKU) with a reciprocal agreement to provide and host information technology resources in the respective institutional data centers. This provides MSU the ability to store mission critical data at a geographically diverse offsite location. The agreement includes the infrastructure, including power, rack space, and environmental controls, necessary to host information technology resources. The data replication is synchronous (real time) and includes scheduled daily server and storage backups. Site to site connectivity is provided by the Kentucky Regional Optical Network (KyRON).

Initiative #11, Distance Learning

Identify technologies and services that will most effectively support the University's distance learning programs, which includes online and ITV-based courses.

The synchronous distance learning program at MSU facilitates instructional partnerships with other Kentucky higher education institutions, including the University of Kentucky (UK) and the Kentucky Community and Technical College System (KCTCS). MSU regional campuses with synchronous distance learning options include MSU at Ashland, Kentucky, MSU at Mt. Sterling, Kentucky, MSU at Prestonsburg, Kentucky, and the University Center of the Mountains in Hazard, Kentucky.

The Office of Information Technology (OIT) partnered with the Office of the Provost, Academic Affairs, and the Office of Distance Education and Instructional Design (ODEID) to identify parameters for design of learning spaces and technologies. The MSU team

worked with companies that specialize in the design and installation of audio, video, and web collaboration services.

The distance learning project provided MSU faculty and students access to next-generation collaboration tools. Student feedback indicates a preference for distance learning environments that use new communication and collaboration technologies. The distance learning environment at MSU has been updated with new technologies, including platform, interface, and equipment. Videoconferencing provides new opportunities for synchronous collaboration with outside industry and professional subject matter experts.

The new distance learning platform at MSU is operationally, technically, and overall fundamentally different than the prior environment. The MSU solution is based on Cisco videoconferencing equipment and Cisco WebEx collaboration technologies. Seamless integration with the Blackboard Learn learning management system is also provided. This facilitates Single Sign-On to WebEx directly from the MSU LMS, access to recorded and streaming sessions, and advanced web conference scheduling within the course shell.

The solution was designed to offer participants technology-based collaboration tools that are seamlessly integrated into the learning communities. The software and hardware components were selected for transparent integration for an overall holistic collaboration solution. The new technologies offer enhanced video, audio, and content sharing options.

Initiative #12, Identity Lifecycle Management

Establish an identity lifecycle management program to improve efficiency of user account administration, information security, and access to resources and data.

The Office of Information Technology assessed the existing account lifecycle framework, reviewed best practice guidelines, and identified opportunities for improvement. This assessment detailed the people, process, and tools associated with technology account lifecycle management.

Following this assessment, the Eagle Account Center (EAC) technology account portal was redevelopment to provide better integration with technology ecosystems, including the Ellucian Colleague ERP and Microsoft Active Directory environments. The EAC upgrade also provides flexibility with technology lifecycle management and compliance.

Guiding technology account management is University UAR 404.02, "Technology Account Policies and Procedures" (See Appendix D). The policy was developed to establish and ensure adherence to best-practice technology security policies and procedures for account lifecycle management.

Focus Areas

In total the plan has identified 16 strategic initiatives. While all initiatives are important, the following timeline will guide initiatives for 2020-2024.

2020-2022

Initiative #1, Technology Governance

Initiative #2, Strategic Technology Planning

Initiative #5, Professional Development

Initiative #9, Technology Service Management

Initiative #16, Information Security and Compliance

2022-2024

Initiative #3, Institutional Data Management

Initiative #6, Training and Awareness

Initiative #13, Help Desk

Initiative #14, Digital Content Management

Initiative #15, Learning Spaces

Foundational Initiatives

In total the plan identified 16 strategic initiatives, beginning on page 21. All of the initiatives presented in this plan are important. However, the following four initiatives were identified as foundational in supporting the success of the remainder of the plan. Without first implementing these core elements, changes that are sought in other areas will be difficult to attain.

- **Initiative #1, Technology Governance -** Technology governance is distinct from day-to-day technology management. A primary focus at MSU will be to establish a technology governance model that facilitates decisions that are informed by an accountable and representative group of academic and administrative stakeholders. The structure should enable the University to assess needs, make decisions, and execute plans in a coordinated and collaborative manner.

- **Initiative #2, Strategic Technology Planning -** This strategic technology plan is a living document that should build upon the success of the initiatives contained herein. The plan is intended to inform and guide strategic decisions about technology at MSU, and will therefore require ongoing communication, evaluation, monitoring, and support in order to remain a relevant and valuable resource.

- **Initiative #3, Institutional Data Management** - Improve the configuration, utilization, and management practices associated with the ERP system to support the University in its use of metrics and to provide information that supports data driven decision making through use of business intelligence technologies.

- **Initiative #16, Information Technology Security and Compliance**
  A renewed focus on information technology security and compliance. This initiative will establish a formal information security program at MSU and will assess several areas of information technology security, including business continuity and disaster recovery, compliance management, identity and access management (see Initiative #12), incident management and response, network security, policy development, and organizational security awareness.

Continued Focus

The following two initiatives were identified as foundational during development of the original UTP. While significant focus and resources have been allocated to move the technology organization and infrastructure forward (see Accomplishments, page 11), they remain foundational to the success of the University. As such, these initiatives will have continued focus throughout this plan.

> **Initiative #10, Technology Infrastructure** - Maintain a robust and sustainable network infrastructure that will meet the University's needs. This plan seeks to create a strengthened technology infrastructure that will improve the student experience; enabling better access to innovative technologies while making access to basic technologies, such as email, network storage, and online media, faster and more reliable. By identifying investments that will update the infrastructure the University can improve the efficiency of its operations and the value of its services. Readers should understand that multiple technology initiatives, such as Distance Learning, Identity Lifecycle Management, and Learning Spaces, are dependent on the technology infrastructure.

> • **Initiative #4, Technology Organization** - Align the technology organization in order to improve collaboration and to optimize the effectiveness and efficiency of technology services that are needed today and planned for tomorrow. This will entail reviewing current job descriptions to ensure that they meet the new demands that this plan puts forth. This continuous alignment process will help delineate roles and responsibilities across the technology organization and enable a more effective delivery model.

Getting Started with the Plan

Implementing the plan should follow a collaborative approach that facilitates outcomes supported by the campus community. Maintaining the support of the campus will require clear and consistent communication on behalf of University leadership. To this end, the plan includes a section that is dedicated to communicating and sustaining the plan.

Strategic Alignment with SOAR

Throughout the development of the plan, the strategic technology initiatives were aligned with the University's four strategic goals. The following table depicts how the SOAR goals correspond to the initiatives laid out in the University Technology plan.

SOAR	SOAR Statement	University Technology plan Alignment
Student Success	Morehead State University will support student success by investing in and providing experiences that enrich academic, co-curricular, and career goals in order to prepare students for a diverse and ever-changing world.	All initiatives in this plan were developed to improve the value that technology services and resources contribute to the MSU student experience. Technology Infrastructure – Developing a network infrastructure that students, faculty, and staff can rely on to support their technology needs. Learning Spaces – Rethinking the concept of learning spaces by moving beyond the traditional workstation model and focusing on what works best for students. Technology Organization – Ensuring that the entire technology community, including both OIT and distributed technology staff, work in a coordinated manner to maximize the efficiency and effectiveness of services. Technology Service Management – Improving the alignment of technology services with the University's academic needs.
Outcomes (Performance Based Funding)	Morehead State University will strengthen its financial position through alignment with the state's Performance Based Funding Model supported by strategic resource reallocation decisions and overall sound fiscal management.	Technology Governance – A structure that determines who is accountable for what technology services and determines how all of the components of technology "fit" together to create a sum value that is larger than any individual part. Institutional Data Management – Providing better tools, training, and support that make data accessible for decision making and establishing a culture of evidence.

		Project Intake and Management – Giving consistent and strategic consideration to technology project requests in order to ensure that technology projects are coordinated and aligned with the University's strategic goals and operational priorities.
Academic Excellence	Morehead State University will enhance academic excellence through the scholarship and active mentorship of a well-rewarded, diverse, and dedicated faculty and staff that employ innovative, high-quality academic programs and services to engage students in the culture of experiential, life-long learning, citizenship, and achievement.	Technology Infrastructure – Positioning the University to deliver better services, providing users with technology resources that are delivered effectively and efficiently, and strengthening the viability of online and distance learning programs. Training and Awareness – Strengthening technology training opportunities for members of MSU faculty, staff, and students. Reassessment and Refresh – Ensuring that the University makes wise and thoughtful investments in technology equipment and software. Technology Organization – Building a stronger and more holistic understanding of the University's technology community in order to align technology human resources to improve the delivery of technology services.
Rankings, Reputation & Regional Responsiveness	Morehead State University will engage in productive relationships with constituents in order to enhance the reputation of the University, improve the way we are ranked compared to benchmark peers, increase the private support we provide to our students and strengthen our efforts toward serving our state-defined region.	Technology Infrastructure – (Kentucky Wired) - Leveraging the Kentucky Wired state network to expand connectivity to rural communities, thus reaching new markets for online and distance learning programs. Institutional Data Management – In particular, this initiative is intended to improve the University's ability to make data-driven decisions and monitor progress in reaching SOAR goals.

Strategic Initiative Template

Each of the initiatives presented in the plan follow the template that is described below.

Initiative Number and Title

Initiative action statement.
Description of the initiative and how it is relevant and important for the plan.

Initiative Owner	The initiative owner is responsible for directing the successful implementation of this initiative.
Consultative Role	Others who have a consultative role are also identified.

Action Items to Implement Initiative

1. Identifies high level steps for successfully implementing the initiative.
2. These action items are intended to provide key milestones for implementing the initiative.
3. The action items are intended for high level planning purposes. Many of the initiatives will require a comprehensive project plan that should be developed in accordance with project management best practices.

Anticipated Benefits

- Bullet points that identify anticipated benefits.

Measures of Success

✧   Methods for monitoring the success of the initiative.

Strategic Technology Initiatives Summary Table

The following table presents the initiatives that comprise the University Technology Plan. The table includes the initiative title and a brief description of the initiative in the form of an action statement.

All of the initiatives described in the plan are important. However, certain initiatives will have a fundamental impact on the way that technology contributes to the overall success of the University. The star icon (⭐) designates a foundational initiative. Establishment of these initiatives is necessary for the University to successfully implement other initiatives.

Strategic Technology Initiatives Table		
Section 1 - Governance and planning	1. Technology Governance ⭐	Establish a technology governance model that facilitates decisions that are informed by a representative group of stakeholders from academic, administrative, and research areas. The structure should enable the University to assess needs, make decisions, and execute plans in a coordinated and collaborative manner.
	2. Strategic Technology Planning ⭐	Establish a sustainable strategic planning process.
	2. Institutional Data Management ⭐	Improve the configuration, utilization, and management practices associated with the ERP system to support the University in its use of metrics and provide information that supports data driven decision making.
Section 2 - Technology Human Capital	4. Technology Organization	Assess and align the current technology organization in order to improve collaboration and to optimize the effectiveness and efficiency of technology services. In addition to traditional service models, technology service delivery strategies should consider alternative sourcing arrangements, such as 'cloud computing' and 'software-as- a-service.'
	5. Professional Development	Establish a technology community professional development program that aligns training activities with the evolving needs of the University.

Strategic Technology Initiatives Table

	6. Training and Awareness	Align technology training opportunities with the needs and preferences of the University community.
Section 3 - Budgeting	7. Project Intake and Management	Establish a process that facilitates project intake decisions that are aligned with the University's operational needs and strategic objectives.
	8. Reassessment and Refresh	Establish a technology reassessment and refresh program that is informed by an ongoing technology reassessment policy.
Section 4 - Services and Infrastructure	9. Technology Service Management	Develop a Technology Service Portfolio and Catalog that supports organizational effectiveness, defines responsibilities, and promotes community awareness of technology resources and services.
	10. Technology Infrastructure	Establish a robust and sustainable network infrastructure that will meet the University's needs.
	11. Distance Learning	Identify technologies and services that will most effectively support the University's online and distance learning programs.
	12. Identity Lifecycle Management	Establish an identity lifecycle management program to improve efficiency of user account administration, information security, and access to resources and data.
	13. Help Desk	Refine the single point of contact (SPOC) model for the technology help desk in order to effectively and proactively measure, manage, and respond to user demands specific to technology support.
	14. Digital Content Management	Establish University-wide practices for developing and disseminating digital content.

Strategic Technology Initiatives Table

	15. Learning Spaces	Develop learning spaces that transcend the functionality of the traditional computer lab or computer classroom by providing dynamic workspaces coupled with on-demand access to the University's consumer-oriented technologies.
	16. Information Technology Security and Compliance ⭐	A renewed focus on information technology security and compliance. This initiative will establish a formal information security program at MSU and will assess several areas of information technology security.

Section 1 – Governance and planning

1. Governance	Establish a technology governance model that facilitates decisions that are informed by a representative group of stakeholders from academic, administrative, and research areas. The structure should enable the University to assess needs, make decisions, and execute plans in a coordinated and collaborative manner.
2. Strategic Technology planning	Establish a sustainable strategic planning process.
3. Institutional Data Management	Improve the configuration, utilization, and management practices associated with the ERP system to support the University in its use of metrics and to provide information that supports data driven decision making through use of business intelligence technologies.

#1. Technology Governance

Establish a technology governance model that facilitates decisions that are informed by a representative group of stakeholders from academic, administrative, and research areas. The structure should enable the University to assess needs, make decisions, and execute plans in a coordinated and collaborative manner.

Definition. *Technology Governance describes who makes which decisions, who provides inputs and analyzes issues, who sets priorities, and who settles disputes when there is no clear consensus. Good governance processes are actively designed and well understood by participants and foster timely decisions that are communicated effectively. The technology governance structure should yield decisions that are aligned with and help achieve institutional strategic goals. Technology governance is focused on the entire technology function (across the University) and is not intended to replace day to day operations.*

Criteria for effective technology governance. The University has identified a set of criteria to guide the development of a technology governance model that will be sustainable and effective. These criteria are described below:

- Focused on supporting the University mission and overall Strategic Plan
- Guided by this plan's Technology Vision, Promise, and Core Values
- Built upon a hierarchical structure that facilitates informed decision making
- Fiscally aware of opportunities and challenges
- Fosters executive engagement
- Includes cross-functional membership including student representation
- Considerate of the limited time availability of University resources to participate
- Transparent to the entire University community via consistent communications

The technology governance structure will enable decision makers to receive broad input, make informed decisions, and prioritize, fund, and implement meaningful technology projects and initiatives. Specifically, this model defines the technology budgeting cycle, establishes sustainable and transparent processes that include a variety of ways to engage all technology stakeholders, and establishes a clear process for technology decision making. The technology governance model is intended to facilitate the alignment of technology planning with campus strategic planning, and to promote collaboration and efficiency across the technology community.

Governance Framework. The technology governance framework entails two complementary groups that serve distinct roles in supporting technology governance. One group will consider, prioritize, and bring recommendations to executive

#1. Technology Governance

leadership (President's Cabinet), and a second group will advise the first group and the CIO on technical standards, opportunities to improve business processes with technology, address technical (academic and administrative systems, as well as infrastructure), and training needs. Please see page 27 for further detail about the roles and responsibilities of these two groups, as well as a depiction of how the groups interact throughout the planning cycle.

The first group, the **Technology Advisory Council (TAC)** will be responsible for providing recommendations to the President's Senior Cabinet. The TAC will be a cross-functional group of not more than 10 mid to senior level personnel at the University who bring perspective on academic, student related, operational, research, and administrative priorities. The TAC's roles and responsibilities will include maintaining the University's technology plan, providing direction to other technology planning groups and committees, reviewing and assessing the service catalog, facilitating change at the University, and advising the President's Senior Cabinet on matters related to technology projects, budgeting, and planning.

The second group, the **Technology Review Board (TRB)** will serve as the primary body to evaluate technology standards and operations under the guidance of the TAC. This team would consist of technology practitioners. One of their first initiatives would be to establish a Technical Reference Model (TRM) to serve as a baseline for cataloging existing technology, as well as introducing new technologies at MSU and determining if existing services and resources can meet new needs as they are requested by the University community.

The TRM will be a documented and approved list of standards, specifications, and technologies that are used in supporting the delivery, exchange, and construction of technology components (software, hardware, etc.). In addition to developing and maintaining the TRM, the second group is responsible for reviewing and recommending proposed changes to the enterprise architecture, reviewing technology trends and activities, and referring issues to the CIO and the first group. Evaluations will be based on established assessment criteria that is approved by the first group and supported by the President's Cabinet.

The established technology governance structure will be supported by ad-hoc working groups that are created to address specific governance and planning needs of the University. Any proposals coming from these groups to the TAC will include consultation with the TRB as well.

By being involved in both groups, the CIO will serve in an intermediary role, ensuring
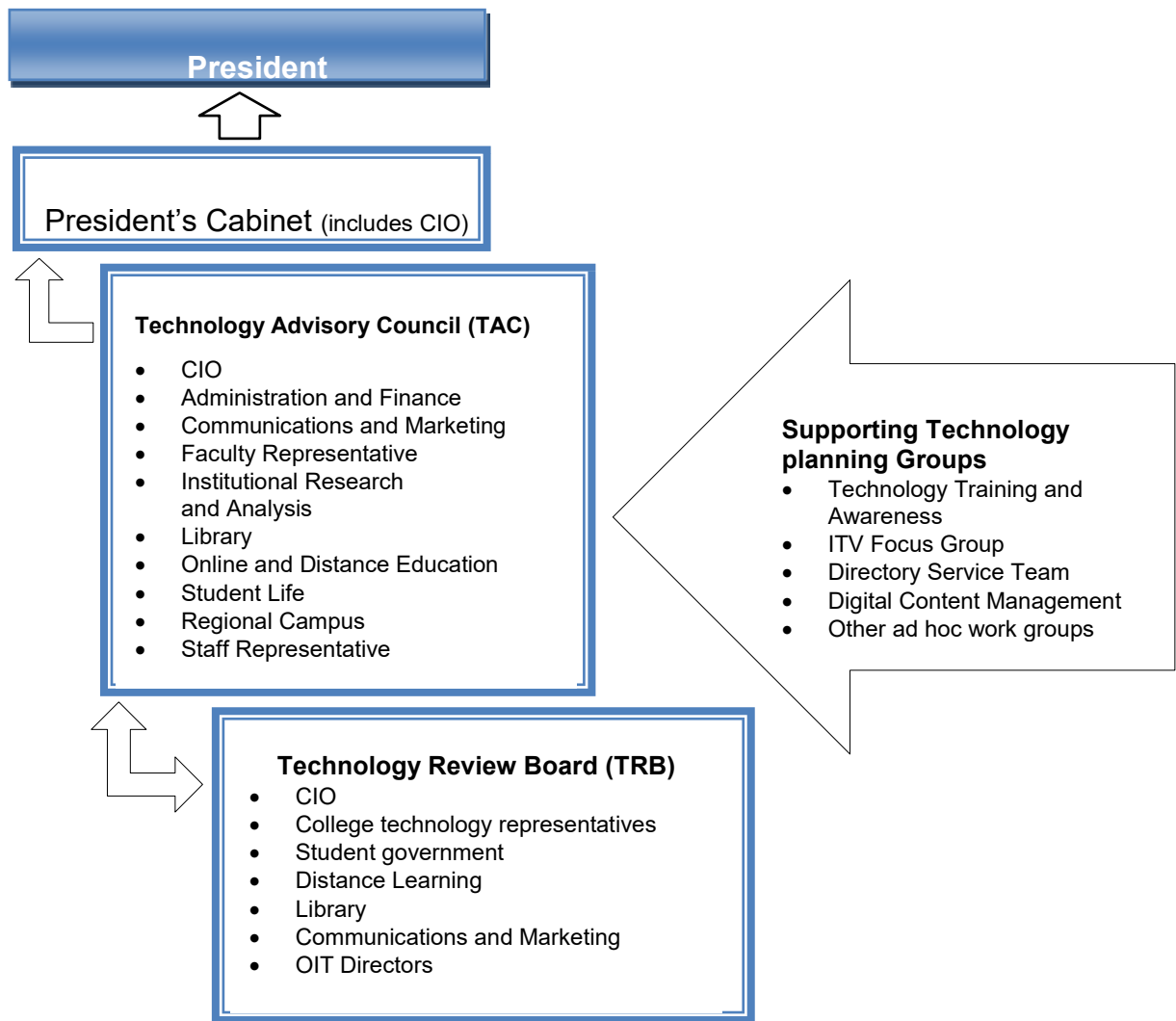
| #1. Technology Governance | ⭐ Foundational Initiative |

that the groups operate in a coordinated and informed manner. Accordingly, the CIO will actively participate in both committees, but will not necessarily act as chair.

Communication Channels. A successful technology governance model includes processes for communicating decisions and maintaining a level of transparency that promotes awareness across the University community. The two technology governance groups will work together to determine which communication channels and practices will most effectively meet this need. Possible communication channels may include web pages/portal presence, open forums, and email.

The following exhibit provides further detail about the structure and membership of the two technology governance committees.

President

President's Cabinet (includes CIO)

Technology Advisory Council (TAC)
- CIO
- Administration and Finance
- Communications and Marketing
- Faculty Representative
- Institutional Research and Analysis
- Library
- Online and Distance Education
- Student Life
- Regional Campus
- Staff Representative

Supporting Technology planning Groups
- Technology Training and Awareness
- ITV Focus Group
- Directory Service Team
- Digital Content Management
- Other ad hoc work groups

Technology Review Board (TRB)
- CIO
- College technology representatives
- Student government
- Distance Learning
- Library
- Communications and Marketing
- OIT Directors

#1. Technology Governance	Foundational Initiative

Initiative Owner	President / CIO
Consultative Role	President's Senior Cabinet, Provost, CFO/Vice President for Finance

Action Items to Implement Initiative

1. Adopt governance plan described in this initiative.
2. Communicate governance model to the University.
3. Identify group membership.
4. Establish planning cycle.
5. Create Technical Reference Model (TRM).
6. Establish communication channels across the University community.

Anticipated Benefits

- Improved coordination of planning, communications, and overall technology management that results in improved technology services at MSU.

- Increased visibility of technology services and accomplishments across the University and the global MSU community.

- Improved effectiveness, visibility, and transparency of technology decisions and planning across the University.

- Increased consensus among stakeholders with respect to decisions relating to major projects, especially as relates to selection, acquisition, development, and installation of major information systems.

- Reduction in costs and complexity through integrated processes.

- Increased communication and cooperation across all levels of technology organization.

- Improved technology service delivery at MSU.

Measures of Success

- Establishment of the technology governance structure.
- Increased levels of participation from stakeholders.
- Creation of a repeatable methodology for technology decision making.

#2. Strategic Technology Planning

Foundational Initiative

Establish a sustainable strategic technology planning process.

This strategic technology plan is a living document that should build upon the success of the initiatives contained herein. The plan is intended to inform and guide strategic decisions about technology at MSU, and will therefore require ongoing communication, evaluation, monitoring, and support in order to remain a relevant and valuable resource.

Collaboration and engagement. Sustaining this plan should be a collaborative effort that targets outcomes that are supported by the University community. In order to maintain this support, it will be important to continually engage the right blend of individuals in the governance and planning process. In addition, continually strengthening the level of collaboration amongst the University's technology community will be critical to the success of the strategic technology initiatives that comprise the plan.

Communication. Gaining and maintaining the support of the campus will require clear, consistent, and accurate communication on behalf of University leadership throughout the implementation process. Effective communication begins with listening and understanding. Furthermore, University leadership will act as plan ambassadors by promoting the plan, listening and gathering feedback.

The communications plan is discussed in further detail following the initiatives section of this plan. However, it is important to note that ongoing communication about technology strategic planning efforts will continue to be important as technology planning continues and becomes integrated into the governance and budgeting cycle.

Role of governance. The plan has been designed with an eye towards the future; however, the technology landscape is rapidly changing. What makes sense for 2020 may not make sense in 2022. While the technology mission, vision, promise, and core values should remain constant for the foreseeable future, the initiatives set forth in the plan require ongoing evaluation. As presented in Initiative 1 of this plan, two committees are identified with respect to technology governance at MSU: The Technology Advisory Council (TAC) and the Technology Review Board (TRB). These committees will play an important role in updating the plan and monitoring the progress of initiatives. Please refer to the section titled "Updating the Plan" for an exhibit that visually describes the process for sustaining the plan and strengthening technology governance at MSU.

#2. Strategic Technology planning	Foundational Initiative

Summary. The following factors will directly impact MSU's success in implementing strategic technology initiatives and maintaining a strategic technology planning process well into the future. Many of these factors will be addressed through implementation of the technology governance model presented in Initiative 1.

- Continued active sponsorship from senior academic and administrative leaders will be critical to the successful adoption and continued support of the plan.

- As initiatives are implemented, project goals and objectives should be clearly communicated to stakeholders and progress should be proactively monitored and communicated. This is discussed further in the Technology Project Intake and Management Initiative.

- Faculty, administrators, and staff must work cooperatively and collaboratively to facilitate effective change that is in the best interest of the University. Many changes will be non-technical; for example, changes may entail cultural shifts, process changes facilitated by new initiatives, policy and guideline adjustments, or financial and/or budgetary modifications.

- Some additional or redirected technology resources may be required to manage new systems, new technologies, and to properly react to changing business needs.

- Training and technical support staff will be critical to the success of the plan's implementation. University constituents must be ready, willing, and able to use new technology and embrace effective change. This is discussed further in the Training and Awareness initiative, as well as the Technology Organization initiative.

Initiative Owner	CIO
Consultative Role	President's Cabinet, TAC, Chief Planning Officer

Action Items to Implement Initiative

1. Finalize the University Technology Plan, understanding that the plan is a living document that will be updated in accordance with the planning cycle.

2. Implement a planning cycle, including defining the role of the technology governance committees.

3. Communicate the plan to the University community.

4. Develop mechanisms for collecting, assessing, and implementing feedback.

#2. Strategic Technology planning	Foundational Initiative

Anticipated Benefits

- More effective technology services and resources that align with the needs of the University.
- Increased engagement that results in buy-in from University community.
- Improved guidance for strategic decisions resulting in effective technology spending.

Measures of Success

- ✬ Existence of a strategic plan that is maintained in accordance with the established planning cycle.

- ✬ Understanding and buy-in from both academic and administrative stakeholders.

#3. Institutional Data Management

Improve the configuration, utilization, and management practices associated with the ERP system to support the University in its use of metrics and to provide information that supports data driven decision making through use of business intelligence technologies.

To successfully leverage the capabilities of the Enterprise Resource Planning (ERP) system, the University needs to determine what policies and additional processes need to be established or revised to bring consistency to the way the University collects, stores, and utilizes data. Elements that need to be reviewed are:

- Governance
- Data Classification – Public, Non-Public, Sensitive
- Roles – Assigning data stewards and data custodians
- Policies – Regulatory-driven policies, access policies, security policies, and formalization of the elements listed above (roles, classification, governance) and data retention policies

Successful execution of this initiative will require users to view the ERP system and related software, such as Business Objects, as a workflow and collaboration system, not as a collection of technical databases, but as an integrated "system of record." Establishing trust among groups of ERP users will require collaboration and communication, as well as University-wide policies, procedures, and standards for data management.

This cultural transition should be facilitated by a cross-functional team of ERP system users (both functional and technical) and unit managers as appropriate based upon the area under review. The owner of this initiative will be responsible for identifying the appropriate roles to bring to the table for discussion based upon each of the elements identified. This initiative is a collaborative leadership effort between OIT and the Office of Institutional Research and Analysis (OIRA) to achieve the greatest gains for the University leveraging both the identification and understanding of key metrics for decision making as well as the technical aspects of data management. In order to provide better access to data across campus, stakeholders will work together to identify a model to improve the desktop access to data across campus.

#3. Institutional Data Management

Foundational Initiative

While data management requires the collaboration of numerous offices across campus, the information architecture, metadata repositories, decision support systems, data archiving, and the ability to use and access tools needed for data mining, reporting, and dashboarding requires specific leadership and knowledge from the OIT. Business intelligence requires a collective set of tools that enables an organization to leverage and transform data into knowledge that leads to informed institutional decisions. This initiative's goal is to securely, effectively, and efficiently manage and deliver information resources to those who need it, when they need it, and in a form that helps them accomplish the goals of the University.

Initiative Owner	OIT and OIRA
Consultative Role	OIT Leadership, OIRA Leadership, TAC

Actions Items to Implement

1. Owners of this initiative will work with the appropriate managers, users, and stakeholders to implement.

   a. Identify and establish a model for a data governance structure to address:

      • Data Classification (Public, Non-Public, Sensitive);

      • Roles (Assigning data stewards and data custodians);

      • Policies (Regulatory-driven policies, Access policies, Security policies and formalization of the elements listed above (roles, classification, governance) and Data retention policies).

2. Identify and develop a plan to obtain appropriate information support systems, business intelligence tools and training needed for managing the various aspects of institutional data and analytics.

3. Identify and request staffing needed and/or the appropriate placement of existing staffing to meet the University's need for desktop access to data through the development of dashboards and options to increase access.

4. Identify and acquire technology that will enable analysis and trending of college data in order to support predictive, fact-based management of university assets, offerings, and resources.

#3. Institutional Data Management	Foundational Initiative

5. Build a series of dashboards with institutional metrics on strategic initiatives beginning with the University strategic plan, SOAR.

Anticipated Benefits

- Current, accurate, relevant, standardized, and readily available data to make informed decisions.
- Efficient use of time and resources resulting in cost savings and improved productivity.
- Increased student, faculty, and staff competence and satisfaction in accessing and managing information.

- Improved ability to report on metrics that measure success of University strategic initiatives. Please see Appendix B for a list of metrics associated with the University's strategic plan, SOAR.

Measures of Success

✧ Ability to report on metrics contained in SOAR.

✧ Status of the Colleague ERP system as the "system of record" (elimination of "shadow" databases and record-keeping systems).

✧ Positive student/faculty/staff survey feedback about access to reliable data.

✧ Reduction in number of manual data entry and reporting processes that have grown as result of lack of access/reliability.

Section 2 – Technology Human Capital

4. Technology Organization	Assess and align the current technology organization in order to improve collaboration and to optimize the effectiveness and efficiency of technology services. In addition to traditional service models, technology service delivery strategies should consider alternative sourcing arrangements, such as 'cloud computing' and 'software-as-a-service.'
5. Professional Development	Establish a technology community professional development program that aligns training activities with the evolving needs of the University.
6. Training and Awareness	Align technology training opportunities with the needs and preferences of the University community.

#4. Technology Organization

Assess and align the current technology organization in order to improve collaboration and to optimize the effectiveness and efficiency of technology services. In addition to traditional service models, technology service delivery strategies should consider alternative sourcing arrangements, such as 'cloud computing' and 'software-as-a-service' (SaaS).

MSU will evaluate its organization structure for all technology staff across the University. The focal point should be aligning staff skills and resources with the University's technology needs and in support of executing the University Technology Plan. In order for OIT to be an effective provider of central technology services, the OIT organization needs to be appropriately staffed with both management and technical personnel.

In addition, the University needs to continue to address the gap for information security policy and oversight. This role is also supportive of disaster recovery and business continuity planning.

Establishing the technology community. Understanding the roles of all technology staff and assessing the effectiveness of their placement outside of the central technology organization will be an important step in determining the best way to improve collaboration in conducting technology projects, technology service quality, and professional development of staff. Establishing a more cohesive technology community will require that the University identify technology staff who are neither part of OIT nor have IT job classifications yet provide technology services and support to their coworkers. This process will require the support and engagement of academic and administrative leaders across campus.

#4. Technology Organization

Understanding gaps and future needs. In order to effectively align the technology community with the needs of the present, while also establishing an organization that will be adaptable to the future, the University will need to consider both types of technology services and modes of service delivery. The following lists include a partial inventory of the major services areas and modes of service delivery that MSU should consider when evaluating current and future technology organizational needs.

Major Functions/Services

- Training (Professional Development)
- Desktop Support
- Consulting/Advisory
- Hosting (Data Center)
- Identity Management
- Mobile Computing
- Computer Labs
- Voice and Data Network
- Enterprise Resource planning (ERP) System
- Information Security and Compliance

Modes of Service Delivery

- Cloud (Software as a Service - SAAS)
- Private Cloud (Application Virtualization hosted from MSU)
- OIT
- Distributed IT
- Hybrid
- Outsourced (i.e., help desk)

The development of the technology service portfolio and catalog (see Initiative #9 Technology Service Management) will inform the needs assessment aspect of this technology organizational alignment initiative by providing a baseline for evaluating current service delivery structures and identifying opportunities for improvement.

#4. Technology Organization

The University have taken steps to address this need by establishing an official role for College technology liaisons. Technology liaisons are distributed technology (non-OIT) staff who are expected to work closely with the College Deans, the Office of the Provost and OIT representatives. Technology liaisons are responsible for assisting faculty with selecting classroom technology and for communicating College technology hardware/software purchases to OIT and the Office of the Provost.

It will be important for University leadership to continue supporting the establishment of an organizational structure for the OIT and members of the distributed technology community that supports collaboration and communication to strengthen effectiveness of all technology resources.

Reviewing technology job descriptions. In alignment with current University practices, annual review of OIT job descriptions should be completed. This initiative may result in the modification of existing roles and responsibilities, and possibly the creation of new roles. Accordingly, it will be important for the University to update technology job descriptions throughout the process of reviewing, assessing, and revising/creating position details for those individuals that comprise the technology community. Job descriptions should be updated for accuracy and relevancy and also for consistency across reporting lines.

Annually reviewed job descriptions will help to ensure that individuals understand their roles and that supervisors have a consistent baseline for performance reviews and can effectively plan for professional development needs (see Professional Development initiative). Accordingly, the outcomes of this initiative will inform actions that take place in support of the Professional Development initiative.

#4. Technology Organization	
Initiative Owner	CIO
Consultative Role	President, CFO, Provost, and Director of Human Resources
Action Items to Implement Initiative	

1. Identify the individuals that comprise the technology community. This should go beyond considering those individuals identified by Human Resources with an "IT classification" in order to identify those individuals who are truly filling a technology role.

2. Review current job titles and descriptions annually.

3. Compare job functions amongst technology staff to determine if redundancies exist.

4. Regular evaluation of reporting structures to determine the best framework for supporting the strategic needs of the University.

5. Develop a strategy for ensuring the technology organizational alignment process is transparent to impacted stakeholders. This strategy will require consistent and clear communication, as well as opportunities for feedback from the technology community.

6. Throughout process, consider current and future technology service needs of the University community.

#4. Technology Organization

Anticipated Benefits

- Improved coordination and collaboration in planning.
- Improved transparency of technology staffing resources and reporting structures.
- Improved professional development program that reaches the entire technology community.
- Identification of unrecognized skills sets that could support other technology entities on campus.
- Better understanding of technology capacity.
- Supports the development of the technology service portfolio and catalog.
- Improved sense of shared purpose and vision across the technology community.

Measures of Success

✪   Cost savings attributable to increased coordination of service delivery and resource utilization.

✪   Measurable capacity improvements in the University's ability to execute technology projects.

✪   Improved transparency across the University of technology staff roles, responsibilities, and reporting relationships.

✪   Increased cross-training of existing technology resources.

#5. Professional Development

Establish a technology community professional development program that aligns training activities with the evolving needs of the University.

Today's technology staff may be tomorrow's technology leaders. It is important for current technology staff to be properly trained on existing technologies as well as to have opportunities to develop other professional competencies. Technology staff that participate in regular training sessions will be up to date in their technical knowledge and will improve their consulting skills. Training sessions for technology staff should be held annually or more often as needed to ensure that technology skill sets are current.

The technology professional development program needs to engage each member of the technology community in the process of identifying types of training that align with both the individual's professional development goals and the skill and competency needs of the University.

Planning for training needs. Professional development needs should also be consistent with the direction and outcomes of other initiatives included in this plan. Specifically, the Technology Organization initiative will enable the University to look at professional development needs holistically, with an understanding of the skill and knowledge capacity that exists across the entire technology community. Together, the Technology Organization initiative and the Technology Service Management initiatives are intended to align technology roles with evolving University needs. This process may result in the need to revise job descriptions for some technology staff. Updated job descriptions should include specific competencies that can be compared to existing skills in order to identify gaps and to plan for relevant investments in professional development.

Section 4 of this report identifies a number of service and infrastructure focused initiatives. For each of these initiatives, the University will need to consider how well existing staffing resources are prepared to operate and support the changing environment. Any deficiencies should be identified and discussed to determine if training can be provided or if the plans associated with the initiative need to be modified.

#5. Professional Development	
Initiative Owner	CIO
Consultative Role	Director of Human Resources, TAC

Action Items to Implement Initiative
1. Identify members of the technology community (see Technology Organization).
2. Identify areas of current and projected need (see Technology Service Management Initiative).
3. Identify types and delivery options for training needs.
4. Work with Human Resources to develop a process for evaluating training and development needs individually with technology community members.
5. Work with Human Resources to develop a process for tracking training and professional development of staff members.

Anticipated Benefits
• Support the University's technology mission, vision, promise, and core values.
• Improve technology staff skills to better serve the user community and provide new services.
• Improve effectiveness and efficiency of technology services.

Measures of Success
✡ List of training completed by members of technology community.
✡ Alignment of training completed with strategic goals of University, specifically with initiatives set forth in this plan.
✡ Faculty, staff, and students indicate higher levels of satisfaction with technology as identified via survey results.

#6. Training and Awareness

Align technology training offerings with the needs and delivery preferences of the University community.

The University should establish a consistent training model that ensures baseline technology knowledge and provides professional development resources to promote innovation and compliment pedagogy across the University community.

Orientation of new faculty, students, and staff. The orientation process provides an opportunity for the University to not only train stakeholders on how to use relevant technologies, but also to establish baseline awareness for technology-related policies, resources, and services. The CIO should regularly evaluate the relevancy, completeness, and effectiveness of faculty, student, and staff orientation practices. In order to inform this process, mechanisms should be established for collecting feedback from orientation participants, as well as measuring metrics that can be attributed to orientation effectiveness.

For instance, the University should assess the effectiveness and relevancy of the technology topics covered in the Student Orientation, Advising, and Registration (SOAR) program and New Student Days. This process could be informed by metrics collected from the technology help desk (number of inquiries from first year students), feedback collected from student participants (technology specific questions in student survey), feedback collected from faculty (first year student comfort level with advanced Blackboard features), and monitoring of portal activity for first year students.

Training and professional development offerings. The Technology Service Management initiative includes creating a Technology Service Catalog. The intent is for the Technology Service Catalog to be accessible through the MyMoreheadState Portal, and to allow users to conveniently identify services and resources related to training. By establishing a Technology Service Catalog, the University can provide users with a convenient and easy to use point of reference when seeking technology training.

The Technology Service Catalog will inform the process of conducting a gap analysis of the University's current training offerings. For each technology resource that is listed in the service catalog, the University should ask "What are the expectations for baseline literacy in this area?" and "How would a user receive baseline and/or specialized training and instruction for this resource?" If there is no clear answer, then the University needs to set an expectation for the service/resource owner to work with the technology community to meet that training need.

In addition, training should be part of any technology project that involves introducing new

#6. Training and Awareness

systems and resources to a group of users and must be targeted to the application of each user group.

The Technology Governance and Technology Organization initiatives will both inform and support the success of this initiative. Improved governance and the engagement of the entire technology community can help the University select and implement cost-effective training mechanisms. By establishing a cohesive Technology Community, the University can better leverage the knowledge and skills of its technology staffing resources. This includes technical knowledge as well as knowledge about various training mediums and resources outside of the University.

A technology governance model that engages technical, administrative and academic stakeholders will help to improve the University's ability to identify, consider, implement, and communicate innovative and cost-effective training opportunities.

Initiative Owner	CIO
Consultative Role	TAC, TRB
Action Items to Implement Initiative	

1. Identify and assemble technology educators across the University to form a Technology Training and Awareness Task Force.

2. Identify methods for assessing training and awareness needs, such as help desk tickets, this plan, and technology project listings. Solicit feedback from technology governance groups. This assessment should consider who needs the training, what type of training is needed, when or how much training is necessary, and how the training can be delivered.

3. Document training needs and map needs to educators and other technology training resources (such as online tutorials or existing vendors) that could be used to fulfill these needs. Develop a master calendar to coordinate training delivery and other educational opportunities.

4. Work with OIT to communicate training services in an online format, taking into consideration use of the to-be-developed Technology Service Catalog, implications of mobile computing, and utilization of the portal.

#6. Training and Awareness

5. Design a technology training campaign to communicate training expectations and educational offerings, as well as to engage and encourage users to attend training sessions.

6. Establish a sustainable process for maintaining the relevancy and effectiveness of Technology Training and Awareness elements. This may include recurring meetings of the Technology Training and Awareness Task Force, coupled with routine reporting to the TAC.

Anticipated Benefits

- Improved digital literacy.
- Improved utilization of existing technology resources.
- Effectiveness and efficiency gains in business operations.
- An environment that is more conducive to innovative uses of technology.
- Improved awareness for what's possible, what's available, and what's expected with regard to the use of technology at MSU.

Measures of Success

✣ Monitoring help desk statistics, including trends/behavior shifts before and after the implementation of specific types of training.

✣ Reduction in the number of redundant applications, i.e., isolated software purchased to meet a need that can be met with existing enterprise software.

✣ Gather usage statistics to determine which training sessions are being utilized and to identify opportunities for training in the future.

✣ User feedback collected through surveys administered immediately following training, and again 3-6 months after training (e.g., are you still using the skills that you learned?).

Section 3 – Budgeting

7. Project Intake and Management	Establish a process that facilitates project intake decisions that are aligned with the University's operational needs and strategic objectives.
8. Reassessment and Refresh	Establish a technology reassessment and refresh program that is informed by an ongoing technology reassessment policy.

#7. Project Intake and Management

Establish a process that facilitates project intake decisions that are aligned with the University's operational needs and strategic objectives.

Project vs. Work Order. To effectively and efficiently manage the University's technology project portfolio, technology leadership needs to be able to monitor and review the project pipeline in a holistic manner. Projects are resource intensive and require careful planning and management. Therefore, it is important to distinguish work orders from projects during the request intake process. To ensure that requests are identified and treated appropriately, MSU should formally establish what is considered a project and what constitutes a work order. Work orders should be entered into the University's help desk ticketing system, whereas projects should be tracked separately in a project portfolio management system.

The following characteristics distinguish projects from work orders. These characteristics are general and will not apply in all situations, but for the purposes of both project management and help desk management (see Help Desk initiative) it is important to distinguish the two types of requests.

Work Order	Project
• Recurring issue	• Non-recurring
• Covered by existing budget	• Dedicated budget
• Repair	• Implementing something new
• Maintenance	• Updating existing solutions
• Involves a single department/group	• Stakeholders from various groups
• Short term	• Long term

Technology project intake. The University needs to establish standard processes for the intake, evaluation, approval, and communication of technology projects. By incorporating the technology governance model with an intake process that requires project requests to be submitted in the form of business case analysis, the University can make project related decisions in a consistent and informed manner.

The business case analysis should define the justification for undertaking the project, based on financial factors such as costs of undertaking the project weighed against the anticipated benefits to be gained, with specific consideration for how the project supports the University's strategic goals or meets a regulatory requirement.

As the central technology function at the University, the OIT will continue to manage technology projects with standard methods for tracking technology projects and associated resources that are needed to support project-related activities. These

#7. Project Intake and Management

methods may be supported by the use of a project management application.

Technology strategic planning and technology governance will play an important role in how the University makes project decisions. By educating stakeholders on the project intake process, the University can foster engagement and coordination in addressing current and future technology needs.

Other projects that impact technology. Nearly all University projects include elements of technology. Capital projects typically include expansion or modification of the technology infrastructure and installation or removal of technology equipment, and other projects and initiatives often rely on data-driven metrics in order to report on progress.

Accordingly, any project with a technology component should include ongoing dialogue with a designated representative from OIT. The intent of this practice is not to add bureaucracy, but to leverage OIT's expertise to ensure that project assumptions and design plans are compatible with MSU's technology environment. University leadership will play an important by ensuring that this dialogue occurs as new projects commence.

Initiative Owner	OIT Project Management
Consultative Role	TAC, TRB

Action Items to Implement Initiative

1. Determine technology governance role in assessing, selecting, and prioritizing technology projects.
2. Establish formal business case analysis template for MSU.
3. Educate stakeholders about the business case analysis process.
4. Establish system to be used for tracking and managing technology projects.
5. Establish OIT policies and procedures for tracking technology projects and assignment of resources.

Anticipated Benefits

- Alignment between technology projects and strategic goals of University.
- Effective technology spending.
- Improved coordination of resources to achieve goals.
- Transparency of technology decisions.

#7. Project Intake and Management
Measures of Success

- ✦ Number of projects completed.
- ✦ Progress on strategic goals.
- ✦ Number of projects submitted with business case analysis.
- ✦ Development and consistent use of a Project Report Card.

#8. Reassessment and Refresh

Establish a technology reassessment and refresh program that is informed by an ongoing technology reassessment policy.

The technology landscape is constantly changing, and it is important for the University to familiarize students with the tools, resources, and communication mechanisms that they will encounter in their careers. It is also important for the University to make use of technology as a tool that can be leveraged to increase operational efficiencies, strengthen security of sensitive data, attract and retain students, and facilitate communications and partnerships with the greater University community. To accomplish these objectives, the University needs to establish a refresh program that keeps hardware and software relevant and effective.

A successful technology refresh program requires the following components:

- Recurring technology refresh budget
- Effective asset management program
- Policy for ongoing reassessment of existing technologies

Accordingly, the program will require the support of University leaders and should operate within the established technology governance model.

Asset management. In order to effectively identify, maintain, and assess technology, the University will establish a comprehensive asset management program. By doing so, the University will have the ability to make informed decisions about technology reassessment and refresh utilizing technology inventory reports.

Technology standards. Published technology hardware and software standards should guide hardware and software purchases. Accordingly, the role of the TRB should be formally integrated into the reassessment and refresh program.

Refresh cycles. Different devices will have different refresh cycles. For instance, it may be practical to expect a server to last for five years, while a laptop may need to be replaced after three or four years. Refresh cycles should be maintained by the TRB.

Mobile devices. The University will evaluate traditional desktop devices and identify opportunities to increase the number of institutional mobile computing devices. This will be supported by appropriate technology standards and refresh cycles. The increase of mobile devices will provide workforce versatility and support flexible instructional environments for faculty and staff. The is a key initiative with the goal to shift to 50% mobile computing devices by 2022.

#8. Reassessment and Refresh

Reassessment. In order to maintain an environment that is aligned with the University's strategic objectives, ongoing reassessment is critical. The technology refresh program should be reassessed annually to ensure that lifecycles and asset classes remain up-to-date and fiscally sustainable. Technology asset classes and individual assets exceeding a set value should be reassessed at the end of their replacement cycles to determine if the technology should be replaced, upgraded, or removed. In many cases, the University may have the opportunity to reallocate refresh funds (within a department, unit, or college) for obsolete technology assets to more pertinent areas of need.

The University will give careful consideration to replacing technology assets in order to avoid investing in new versions of outdated technology. For instance, it may be of strategic value to replace a computer lab that features eight-year-old desktops with a Bring Your Own Device (BYOD) learning space that features adjustable workspaces and supports the use of technology to promote collaboration and innovation. See Learning Spaces initiative for additional information.

Network connectivity. In order for the University to meet the increasing demands of delivering quality education in the future, the University will establish a plan to maintain a robust infrastructure that will grow in pace with technology changes. Please see Technology Infrastructure initiative for additional considerations regarding the assessment and refresh of infrastructure hardware.

Summary. When considering replacement of technology with new, alternative technology, careful consideration should be given to total cost of ownership, environmental impact, and current support capacity. Specifically, new technologies require an understanding of expected lifespan, maintenance, interoperability, training, and support needs. New technology should not be implemented without a sustainable support model.

Initiative Owner	CIO / OIT Director of Customer Services
Consultative Role	TRB
Action Items to Implement Initiative	

1. Inventory University technology assets and establish a process for maintaining a technology asset inventory in the future.

#8. Reassessment and Refresh
2. Establish a reassessment and refresh program, including a technology purchasing policy.
3. Refine replacement schedule of necessary technology equipment/software.
4. Establish a process that refreshes technology support service level agreements on a regular basis.
5. Establish a formalized and regularly scheduled review process of equipment and software, including on-going maintenance contracts, for usefulness.

Anticipated Benefits
• Efficient and strategic utilization of technology purchases.
• Improved manageability of user expectations related to equipment refresh.
• Increased effectiveness and productivity for both supporters and users of technology (easier to support, more effective to use).
• Improved standardization and interoperability.
• Better understanding of technology environment with technology inventory reporting.
• Decreased number of technical issues related to equipment exceeding its expected lifecycle.
• Improved classroom experience.

Measures of Success
✪ Monitor technology inventory for compliance with refresh policy.
✪ Utilization of open use technologies, such as computer lab equipment, media equipment, and digital displays.
✪ Monitor system status for increased uptime.
✪ Monitor help desk statistics for decreased volume of tickets associated with outdated technology.
✪ Consider strategic outcomes of reassessment process (e.g., replacing an underutilized lab with a flexible and collaborative learning space).

Section 4 – Services and Infrastructure	
9. Technology Service Management	Develop a Technology Service Portfolio and Catalog that supports technology organizational effectiveness, defines responsibilities, and promotes community awareness of technology resources and services.
10. Technology Infrastructure	Establish and maintain a robust and sustainable network infrastructure that will meet the University's needs.
11. Distance Learning	Identify technologies and services that will effectively support the University's online and distance learning programs.
12. Identity Lifecycle Management	Establish an identity lifecycle management program to improve efficiency of user account administration, information security, and access to resources and data.
13. Help Desk	Refine the single point of contact (SPOC) model for the technology help desk in order to measure, manage, and respond to user demands specific to technology support.
14. Digital Content Management	Establish University-wide practices for developing and disseminating digital content.
15. Learning Spaces	Develop learning spaces that transcend the functionality of the traditional computer lab or computer classroom by providing dynamic workspaces coupled with on-demand access to the University's consumer-oriented technologies.
16. Security and Compliance	A renewed focus on information technology security and compliance. This initiative will establish a formal information security program at MSU and will assess several areas of information technology security.

#9. Technology Service Management

Develop a Technology Service Portfolio and Catalog that supports technology organizational effectiveness, defines responsibilities, and promotes community awareness of technology resources and services.

The Technology Service Portfolio and Catalog are two key components of Technology Service Management. The Information Technology Infrastructure Library[4] (ITIL) describes Information Technology Service Management as a process-based practice intended to align the acquisition, delivery, use and support of technology services with needs of the enterprise, emphasizing benefits to users.

Definition of a service portfolio. The Service Portfolio contains a complete listing of technology services, including those visible to the customer and those that are not. The Service Portfolio provides detailed contractual information, such as service level agreements (SLAs), new services under consideration, and planning details related to service improvement initiatives. In some cases, the Service Portfolio will also describe relevant third-party services that augment services provided by the University.

Definition of a service catalog. The Service Catalog lists all current services and enables users to browse, select, and initiate services. The Service Catalog typically has an external facing presence that describes services intended for customers, as well as an internal facing component that helps service providers respond to service requests.

An example of an internal facing service catalog item might be User Account Administration, which would point the service provider to a set of instructions for different user account administration functions, such as resetting a password. Essentially, the internal facing service catalog is a knowledgebase that is organized to align with the structure of the external facing catalog.

An effective service catalog is a tool that serves multiple roles: to steer users to the appropriate resource, to communicate to the campus what technology service providers do, and to help technology service providers stay within their own capabilities.[5]

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[4] The Information Technology Infrastructure Library (ITIL) is a set of practices for IT service management (ITSM) that focuses on aligning IT services with the needs of business. The names ITIL and IT Infrastructure Library are registered trademarks of the United Kingdom's HM Government, part of the Cabinet Office.

[5] Campus Technology. Secrets of the Service Catalog. http://campustechnology.com/articles/2011/09/01/secrets- of-the-service-catalog.aspx

#9. Technology Service Management

Service attributes. Each service in the catalog will be assigned attributes that will enable users to navigate to the appropriate services based on their needs. The following list contains a preliminary set of service attributes:

- Service Cost - Baseline (no charge), Contractual, Fee for Service
- Consumer - Student, Faculty, Administrative
- Service Type - Applications, Professional, Hosting/Network, Desktop Support, Security, Conferencing, and Telecommunications

Individual services will have dedicated pages that describe the service in a similar format and provide a direct link for initiating a service request ticket or contacting the service owner for additional information. Each service page will include the following elements:

- Service Name
- Service Type - See categories listed above.
- Consumer - Who is this service available to?
- Description - High level overview of the service.
- Cost - See Service Cost categories listed above. If 'Fee for Service', specify pricing.
- Service Owner - Who is responsible for managing this service? In some cases, this will not necessarily be the individual who provides the service.
- Direct Link/Self -Service - A hyperlink that initiates an email to the service owner, or, if applicable, initiates a support ticket that is routed directly to the appropriate queue.
- Feedback - A web form that allows individuals to provide service feedback to the service owner. This feedback will also be collected and summarized for review by the technology governance committee.
- Other relevant information - May include a link to a knowledgebase, frequently asked questions, a service level agreement, or the service provider's website.

Develop Service Level Agreements (SLA). For those services that fall under 'contractual' arrangements, such as consulting, project management, and dedicated departmental support, the University will develop SLAs that set forth formal terms for service arrangements. SLA components will indicate the following:

- Description of service to be provided
- Amount of time and number of FTEs covered by the SLA

- Service Availability Workaround/Correction
- Communication Channels and Issue Escalation Practices
- SLA Measurement Practices
- Penalties and Contract Back-Out Options
- Response Times - Reaction/Response/

Role of the portal. MyMoreheadState will serve an important role in raising the University community's awareness for the existence of the service catalog. The University will need to consider whether the service catalog will be exclusively available via the portal, or if the portal will feature a link that directs users to a public-facing service catalog website.

Maintenance. In order to maintain an up-to-date service catalog that includes services that are relevant to the University's needs, the service catalog will require ongoing maintenance, including evaluation, decision making, and content updates. Over the course of time, new services will be introduced, and obsolete services will be retired as the University's needs evolve. The Service Portfolio will enable the University to centrally manage services from concept to implementation to retirement. The Service Portfolio will inform management and the governance function in making decisions regarding staffing and resource allocation and will act as a baseline for technology governance decisions that relate to technology services.

Maintaining the service catalog will require a collaborative effort on behalf of individual service owners, the CIO, and the TAC. The CIO will have ultimate responsibility for facilitating regular service catalog updates by engaging service owners on a periodic basis. The TAC will periodically review the service catalog, providing input and guidance on new services, changing services, and services that should be retired or replaced.

Forward thinking. As the University expands and improves upon the self-service functionality of MyMoreheadState, users will look to the service catalog as a tool for not only requesting services, but for subscribing to and/or accessing services directly. This means that the service catalog should have the ability to recognize credentials (when users are logged in) and integrate with other systems that are probable candidates for self-service functionality over the next three to five years.

#9. Technology Service Management	
Initiative Owner	CIO
Consultative Role	OIT Directors
Action Items to Implement Initiative	

1. Work with technology leaders to develop an inventory of current technology services, including those provided by OIT and those provided by other technology service providers. The initiatives from the Technology Human Capital section will both inform and be informed by this process and should be considered accordingly. The preliminary listing of services developed by Core Team includes:
   a. Training (Professional Development)
   b. Desktop Support
   c. Consulting/Advisory
   d. Hosting (Data Center)
   e. Identity Management
   f. Mobile Computing
   g. Computer Labs
   h. Network
   i. ERP
2. Establish criteria for 'baseline technology services' that will be provided free of charge.
3. Identify obsolete services, baseline services, and service gaps.
4. Establish a governance process for maintaining the Service Portfolio.
5. Determine a mechanism for managing the service portfolio, including selection of a platform for the service catalog.

#9. Technology Service Management

Anticipated Benefits

- Improved customer experience due to decreased effort associated with finding services.
- Improved manageability for customer expectations due to clearly described services.
- Improved alignment of services and University needs.
- Improved ability to align resources with services.
- Decreased volume of calls and emails associated with general service inquiries.
- Decreased volume of help desk calls due to increased availability of self-service functionality.
- Clearer accountability due to delineation of services by service owner.
- Informed decision making on technology purchases that aligns with University technology needs and direction.
- Limit duplicative purchases resulting in cost savings.
- Change university culture surrounding technology purchases.

Measures of Success

- ✧ Quantification of dollars associated with identification and consolidation of redundant technology services and resources.

- ✧ Help Desk statistics that indicate decreased volume of inquiries that can be answered by looking at the service catalog.

- ✧ Service Catalog usage statistics that show increased volume of traffic.

- ✧ Customer Feedback/Survey Data.

#10. Technology Infrastructure

Establish a plan to build and maintain a robust infrastructure that will grow with technology changes.

Definition. Infrastructure is composed of the following 3 major components:

1. Network
   a. Wired Network
   b. Wireless Network
   c. TV Cabling / Streaming Content
   d. Structured Cabling (Network)
2. Compute power (Onsite and Offsite)
3. Storage (Onsite and Offsite)

To position the University for the future and address current needs, maintenance and lifecycle planning/refresh of the network infrastructure are necessary. Without making appropriate maintenance and lifecycle planning, many of the initiatives included in this plan will not succeed. Specifically, the following initiatives are directly dependent upon a reliable and robust network infrastructure:

- Distance Learning
- Identity Lifecycle Management
- Learning Spaces

The University has replaced its outdated PBX system with a hosted communications solution and updated CAT 3 cabling to CAT 5E/Cat-6 voice and data cables.

Hosted Communications Solution. The hosted communications solution offers many advantages over legacy PBX systems, including improved manageability, usability, and long-term cost savings. By transitioning to the new solution, the University consolidated its voice and data infrastructure into a single network.

Wireless. There is a great deal of demand for ubiquitous wireless availability across campus. With increased usage of mobile devices, wireless access has become increasingly important; especially for students.

Storage and compute power. There are opportunities for the University to explore alternative sourcing models for hosting computing equipment and services (i.e., cloud computing). However, a robust network infrastructure is necessary for these alternatives to be viable for MSU.

#10. Technology Infrastructure

Network infrastructure maintenance. Maintenance of the technology infrastructure requires substantial resources, and this plan recognizes that not all of these investments will be feasible in the immediate future. The University will develop a comprehensive infrastructure lifecycle management plan to inform the process of prioritizing infrastructural improvements based on the projected impact for long term strategic plans, and in consideration of disaster recovery and business continuity needs.

Kentucky Regional Optical Network (KyRON). The Kentucky Regional Optical Network (KyRON) project is a project of the Council on Postsecondary Education, the University of Kentucky, and the University of Louisville. KyRON serves as the connector and the sponsor for the Kentucky education community to Internet2, a high-performance, high-bandwidth national network specifically dedicated to research and education. Internet2 also provides unique opportunities for worldwide collaboration in teaching, learning, and research.

KentuckyWired. As a local community anchor, MSU would be positioned to expand connectivity to rural communities, thus increasing access to online and distance learning for rurally based students.

#10. Technology Infrastructure	
Initiative Owner	CIO
Consultative Role	CFO, TAC, TRB, Facilities Management

Action Items to Implement Initiative

1. Develop a network infrastructure lifecycle management plan to inform planning and prioritizing improvements to the technology infrastructure.
2. Establish infrastructure plan to establish standards and develop provisions for long term sustainability.
3. Establish a decision model to follow for computing power (onsite vs. offsite).
4. Establish a plan to assess and maintain storage needs of the University.
5. Determine specific metrics for measuring success of this initiative.
6. Continue support for KyRON initiative by staying engaged in statewide discussions.
7. Prepare for KentuckyWired by planning for investments that will be necessary in order for MSU to become a community anchor.

Anticipated Benefits

- Improved effectiveness administering and delivering technology services to all of the University's constituents.
- A more robust and reliable infrastructure for future growth and innovation with technology.
- The ability to offer better technology to residential students, providing enhanced residential experience.
- Cost savings attributable to new solutions, such as reduction in cost of network management (voice and data share a single network).
- Established strategic plan to keep MSU competitive with other universities.

Measures of Success

- ✧ Track and report on wireless coverage.
- ✧ Network traffic and congestion statistics.
- ✧ Positive MSU community feedback.
- ✧ Ubiquitous wireless coverage across campus.

#11. Distance Learning

Identify technologies and services that will support the University's distance learning programs, which includes online and videoconference-based courses.

Collaborative planning. To develop an effective strategy for the growth and development of distance learning programs, the University must establish a clear direction that is understood and supported by stakeholders. This will require a collaborative planning process that engages representatives from the Colleges, Distance Education, Regional Campuses, the OIT, and the Provost.

This collaborative planning process should address both strategic and operational questions, including program design, technology standards, and support needs. Some of the specific questions that should be considered are outlined in the action items section of this initiative.

Standardization. As part of this plan, the University should establish standards for the types of technology that will be used for delivering distance learning courses and programs. In order to ensure that these decisions are aligned with the University's technology environment.

Distance Learning at Regional Campuses. Synchronous video classes at regional campuses and the University's online learning programs serve relatively distinct purposes and face unique challenges. However, these two learning models share the common theme of distance between the instructor and the student. Many Universities have found technologies that can be used for both regional campus and online learning courses.

#11. Distance Learning	
Initiative Owner	Provost / Academic Affairs
Consultative Role	AVP Regional Education and Outreach, CIO, TAC, TRB, and Faculty

Action Items to Implement Initiative

1. Work with stakeholders to address and plan for the role of technology in supporting the University's strategic and operational plans for online and distance learning programs.

2. Continue to review and evaluate emerging educational technologies in conjunction with online and distance learning planning efforts.

3. Plan for the future of synchronous video courses.

4. Plan for the future of hybrid and online learning.

Anticipated Benefits

- Improved delivery of online classes.
- Maximize value for funds being spent on instructional technologies.
- Attract and retain online and regional campus students.
- Attract and retain well qualified faculty for online courses.

Measures of Success

- Online student and faculty retention metrics.

- Establishing and maintaining adequate funding for instructional technologies.

- Survey feedback showing improved faculty/student satisfaction with online learning technologies.

#12. Identity Lifecycle Management

Establish an identity lifecycle management program to improve efficiency of user account administration, information security, and access to resources and data.

In order to position the University to implement future technologies and to improve operational efficiency, the University needs to establish an identity lifecycle management program that is supported by both technology (integrated authentication using a single LDAP client) and process (Institutional Account Policies).

Technology. The University currently uses Microsoft's Active Directory, which provides the foundation for identity and access management. When configured, organized, and managed in a proactive and methodical manner, Active Directory can facilitate a single sign-on environment, where each user's unique ID and password provide access to multiple applications based on the user's profile. It can also ease the administrative burden for technology staff who are currently tasked with managing user access on an application-by-application basis throughout their association with the University. From a security perspective, centrally managing users strengthens the control environment, as it eliminates risks associated with managing users across many applications, where it can become difficult to keep track of access.

Process. The University has established Account Policies (see Appendix D, UAR 404.02) that define how user accounts are to be established, maintained, modified, and removed. Additionally, the University has established user groups (for example, Academic Affairs - Administrative Assistant, Academic Affairs – Data Analyst, Faculty, etc.), and assigned each group access privileges for the University's enterprise systems (i.e. Blackboard, Colleague, Email, etc.). Maintaining these groups and privileges will require continued collaboration among each of the University's departments and the OIT.

In addition to groups and privileges, the University needs to review policies and procedures for requesting, approving, modifying, and terminating user access, as well as for regularly auditing group membership for appropriateness of access privileges.

Foundational value. The success of both the Distance Learning initiative (academic integrity) and the Learning Spaces initiative (application virtualization) are dependent upon the implementation of an identity lifecycle management program that effectively assigns students an identity that is integrated with the Student Information System.

#12. Identity Lifecycle Management

Initiative Owner	CIO
Consultative Role	TAC, OIT Leadership

Action Items to Implement Initiative

1. Identify possible identity management tools.

2. Consider a Directory Service Team (DST) whose primary focus will be to integrate all directories.

3. Maintain the University-wide Account Policy (UAR 404.02).

4. Maintain PG 55, the Technology Resource Acceptable Use Policy.

5. Identify and train technology staff for Active Directory administration and support.

6. Establish user access monitoring processes.

Anticipated Benefits

- Enable growth with reduced need to increase the size and range of expertise of the account administrative staff.
- Consistent application and enforcement of security rules.
- Account clean-up or deletion validation across all platforms & applications based on single action.
- Users gain faster access to the resources needed to perform their jobs.
- Ensure reliable authentication of users on the network.
- Position the University to better utilize self-service functionality.

Measures of Success

- Number of systems accessible through single sign-on.
- Results of regular (at least semiannual) user audits showing decrease in number of findings (due to improved account management practices).
- Adoption of Identity Management policies and procedures.

#13. Help Desk

Refine the single point of contact model for the technology help desk to measure, manage, and respond to user demands specific to technology support.

The proposed help desk plan should include not only developing an efficient method to address requests for technology support, but to distinguish the technology help desk from a general University help desk line.

Distinguishing the technology help desk. To provide the University community with excellent services and support, the University will maintain the central help desk function (x3-HELP). The general help desk will be data driven, with an extensive knowledge base that enables help desk staff to provide relevant and timely information. This will require departments across campus to be trained to contact the OIT help desk for technology incidents and requests.

Collaboration across the technology community. The technology help desk will maintain a collaborative relationship with distributed technology support staff. Members of distributed technology support services will have help desk system accounts and will be trained on using the system to manage support requests. Likewise, the OIT help desk will be trained to understand distributed technology responsibilities in order to facilitate appropriate routing of support requests that are called in through the OIT help desk, or in some cases, may be referred to OIT by the University help desk function.

Tiered support model. The technology help desk will implement a tiered technology support model, in which requests are handled based on defined criteria. The Customer Services group will be responsible for developing the appropriate criteria in collaboration with distributed technology support, including the Office of Distance Education and the Regional Campus System. However, the criteria will reflect varying levels of expertise, similar to the tiered model below.

#13. Help Desk

- Tier 1 - First line of support (typically student workers). These individuals will answer the phones and provide basic assistance that does not require technical expertise or hands-on troubleshooting. An example of this type of support would be directing a user to a self-service password reset page. Tier 1 support will also be trained to answer questions about services, such as how to reserve a classroom or who to ask about hosting services. The technology knowledge base (see Technology Service Management initiative) will assist Tier 1 support in responding to these inquiries.

- Tier 2 - These individuals will provide initial troubleshooting using the technology knowledge base (internal facing service catalog described in Technology Service Management initiative) and remote support tools which enable technicians to remotely access user desktops (requires user to grant access to technician).

- Tier 3 - Advanced support that requires network or application expertise. Tier 3 support is only engaged after Tier 2 support has been unsuccessful in remediating an issue.

Customer Feedback. Users should have distinct opportunities to provide feedback on all technology services. This will enable management to assess the customer experience and to make adjustments and modifications as necessary. It will also provide end users with a 'voice'; whether it is praise, suggestions, or criticisms.

Customer feedback may be collected a variety of ways. The following feedback mechanisms should be considered as part of this initiative:

- Comments/Suggestions forms accessible from individual service listings in the service catalog.
- Customer Satisfaction surveys that are sent to users when their help desk ticket is closed.
- Annual Customer Satisfaction surveys (such as Educause) that are pushed out across the entire university.

#13. Help Desk
1. Examine best practices of universal help desk functions at other institutions
2. Develop tiered support model for the technology help desk.
3. Communicate changes to users.
4. Implement feedback mechanisms, and track and review feedback to inform help desk management decisions.
Anticipated Benefits
• Improved information for outside constituents calling the University.
• Better service for internal/external constituents at the first response.
• Improved response to customer issues creating greater uptime for University technology.
• Increase the capacity of the technology help desk function.
• Lower costs associated with student workers.
• Strengthen OIT's ability to focus on improving technology services, rather than acting as a switchboard.
Measures of Success
✪ Extensive call tracking to determine statistics such as number of resolutions on first contact, number of transfers and general call routing.
✪ Positive feedback from technology help desk customer surveys.

#14. Digital Content Management

Establish University practices for developing and disseminating digital content.

With the development of the Web and other online technologies, the traditional delivery of content has moved from print to digital. In this method of delivery, content can be broken into units that can be easily distributed through a variety of channels on multiple devices. This initiative focuses on the role of digital content in teaching, learning, and communication and the establishment of best practices in supporting the development and dissemination of this content.

Policies. The University needs to review policies, procedures, standards, and processes for the creation, dissemination, and management of digital content.

Developing and maintaining formal digital content management practices that are understood and accepted by the University community will require a collaborative process that engages key digital content stakeholders, including OIT staff, and the Assistant VP for Communications/Marketing.

Technologies. The University has access to a variety of technologies that can be leveraged to develop and disseminate content in a consistent manner. The following systems should be considered as the University develops policies, procedures, standards, and processes for the management of digital content.

- MyMoreheadState portal
- Microsoft Office 365 ecosystem
- Blackboard Learning Management System (LMS)

The University should give consideration to reviewing the content management systems being used across campus. There may be additional applications that exist in support of digital content management at the University. As part of this initiative, the University should catalog and assess those technologies to identify opportunities to either leverage technologies that can further contribute to digital content management, or to eliminate redundant technologies.

#14. Digital Content Management

Initiative Owner	Assistant Vice President for Communications/Marketing
Consultative Role	CIO, OIT Leadership, Campus Stakeholders

Action Items to Implement Initiative

1. Create governance structure to lead this initiative. The Digital Content Management Review Board will act as a parallel committee to the TRB and report through the TRB.
2. Catalog, assess and leverage all current systems and processes utilized in the development and dissemination of digital content.
   a. Work with potentially redundant CMS system owners to understand their business needs, and to determine if their needs can be satisfied with the University's enterprise CMS.
   b. If business needs can be met with enterprise CMS, work with system owners to transition content into the enterprise CMS environment.
3. Review and revise as appropriate the University Administrative Regulations (UAR) impacting digital content. Establish new UARs if necessary.
4. Implement planning and review cycle (including approval and budget processes).

Anticipated Benefits

- Consistent messaging and communication across, between, and among departments, audiences, and platforms to ensure credibility and accuracy of message among constituencies.
- Meet accessibility-compliant design standards.
- Achieve institutional branding across systems in terms of look, feel, and message.
- Leverage existing systems, applications, and services to achieve the strategic goals and objectives of the institution.
- Eliminate redundancy of systems, applications, and services where possible to better utilize human and fiscal resources.

Measures of Success

- ✧ Compliance with accessibility standards.
- ✧ Positive user feedback.
- ✧ Relevancy and richness of departmental website content.
- ✧ Website statistics that indicate increased traffic.

#15. Learning Spaces

Develop learning spaces that transcend the definitions of traditional learning spaces, such as group instruction, collaboration, specialized labs, and traditional labs, by providing dynamic workspaces coupled with resources to support 21st century learning.

Define learning spaces. The University will need to begin this initiative by engaging stakeholders in the process of redefining what a learning space is, and how learning spaces can most effectively serve the needs of MSU faculty and students.

Redefining learning spaces will require the University to broaden the traditional categories (listed below) associated with learning spaces addressing innovative learning experiences.

- Group Instruction Spaces - Areas where classes are taught in a group setting (classrooms).
- Collaboration Spaces - Areas used to facilitate group work, both in person and with remote team members.
- Specialized Labs - Specialized spaces that feature specialized equipment, such as research labs.
- Traditional Labs - Open access labs equipped with workstations, printers, and scanners.

While classrooms are an important part of the University's learning space plan, the university should include other types of learning environments as MSU defines learning spaces. Classroom technology is also addressed as part of the Reassessment and Refresh, Technology Governance, and Distance Learning initiatives.

#15. Learning Spaces	
Initiative Owner	Provost / Academic Affairs
Consultative Role	CIO, AVP Facilities Management, Faculty

Action Items to Implement Initiative

1. Define what a learning space is at MSU.

2. Conduct a collaborative learning space assessment.
   a. Identify traditional computer labs that are candidates for repurposing.
   b. Inventory current equipment in computer labs.

3. Work with the TRB to establish Learning Space Standards.

4. Work with TRB and TAC to determine support models and cost estimates for different categories of learning spaces.

5. Acquire and implement technology for new learning spaces.

Anticipated Benefits

- Improved learning based on the development of state-of-the-art learning spaces.
- Increase potential for student recruitment and retention due to having enhanced learning spaces.
- Strengthen faculty recruitment by demonstrating modern technology rich learning spaces for instruction as well as opportunities to incorporate into research.

Measures of Success

- ✪ Utilization reporting for learning spaces.
- ✪ Evaluation data on enhancements of university-learning spaces.
- ✪ Positive student and faculty feedback.

#16. Information Security and Compliance

An institutional focus on information technology security and compliance.

Institutions of higher education are assessing ways to effectively manage and understand challenges and issues associated with information security. The threat landscape is escalating, and serious efforts are needed to mitigate information security risks. While development and oversight of information security is led by OIT, the protection of enterprise data must be integrated and shared across the institution.

Information Security Program. This initiative will establish a formal information security program at MSU based on industry standard frameworks (e.g., NIST). A successful information security and compliance program must have dedicated internal resources and strong internal/external partnerships. The program will assess several areas of information technology security:

- Risk assessment and mitigation
- Business continuity and disaster recovery
- Compliance management
- Identity and access management (see Initiative #12)
- Incident management and response
- Network security
- Policy development
- Organizational security awareness

Assessing Institutional Risk. Educause ranks information security and compliance as one of the top threats to an institution. *"Risk is the key word. These are not minor risks. Information security is often ranked in the upper-right quadrant on institutional risk maps. A major breach can significantly damage the institution's reputation and financial health."*[12] While information security programs may require additional resources, the costs are substantially less compared to a major breach response.

This initiative will also facilitate an annual information security assessment, led by an external third-party, to evaluate information security controls and identify opportunities for improvement.

12 "Top 10 IT Issues, 2019: The Student Genome Project" https://er.educause.edu/articles/2019/1/top-10-it-issues-2019-the-student-genome-project

#16. Information Security and Compliance

Initiative Owner	CIO, President
Consultative Role	OIT Leadership, TAC, TRB

Action Items to Implement Initiative

1. Identify information security leadership and resources.
2. Identify industry standard frameworks (e.g., NIST).
3. Develop a comprehensive information security program
4. Establish an information security enterprise awareness and training program.
5. Conduct, at least annually, an independent third-party information security audit and assessment.

Anticipated Benefits

- Improved security posture and risk mitigation.
- Institutional awareness of and shared responsibility for information security.
- Audit and regulatory compliance.
- Protection of institutional data and privacy.

Measures of Success

- Formal information security program adoption.
- Annual information security audit and compliance reporting.
- Improved information security risk mitigation and incident response planning.

Communicating the plan

Maintaining and sustaining the plan will benefit from support of the campus community. This will require clear, consistent, and accurate communication on behalf of University leadership throughout the technology plan lifecycle.

Consideration for MSU's Strategic Planning Process

The MSU strategic planning process should also include specific consideration of how technology supports the mission of the University. Strategic plans are, by nature, intended to provide guidance to University leadership for making decisions on priorities and investments. To this end, it is important for MSU to have an appropriate framework to evaluate, assess, and communicate emerging technologies for academic, operational, and administrative needs.

MSU should consider the following requirements that a plan of this magnitude necessitates:

- Continued active sponsorship from senior academic and administrative leaders will be critical to the successful adoption and continued support of the plan.
- As initiatives are implemented, project goals and objectives should be clearly communicated to stakeholders and progress should be proactively monitored and communicated.
- Many changes will be non-technical; for example, changes may entail cultural shifts, process changes facilitated by new initiatives, policy and guideline adjustments, or financial and/or budgetary modifications.
- Additional or redirected technology resources will be required to manage new systems, new technologies, and to properly react to changing business needs.
- Faculty, administrators, and staff must work cooperatively and collaboratively to facilitate effective change that is in the best interest of the University.
- Training and technical support staff will be critical to the success of the plan's implementation. University constituents must be ready, willing, and able to use existing or new technologies and embrace change.

A Unified Communications Strategy and Marketing Plan

The MSU technology community needs a unified communication strategy and a sustainable marketing plan. Effective communication begins with listening and understanding. A marketing plan entails broad, campus-wide communications that are executed on a consistent basis and make use of multiple communication channels.

Updating the Plan

As presented in Initiative 1 of this plan, two new committees are identified with respect to technology governance at MSU: the Technology Advisory Council (TAC) and the Technology Review Board (TRB). The role of these Committees with respect to technology decision making, responsibility, and accountability, and also in relation to the CIO and the President's Cabinet must be considered. The following page provides a sample University Technology planning Cycle that depicts the roles of the TAC and the TRB in planning and budgeting for technology throughout the University's fiscal year.
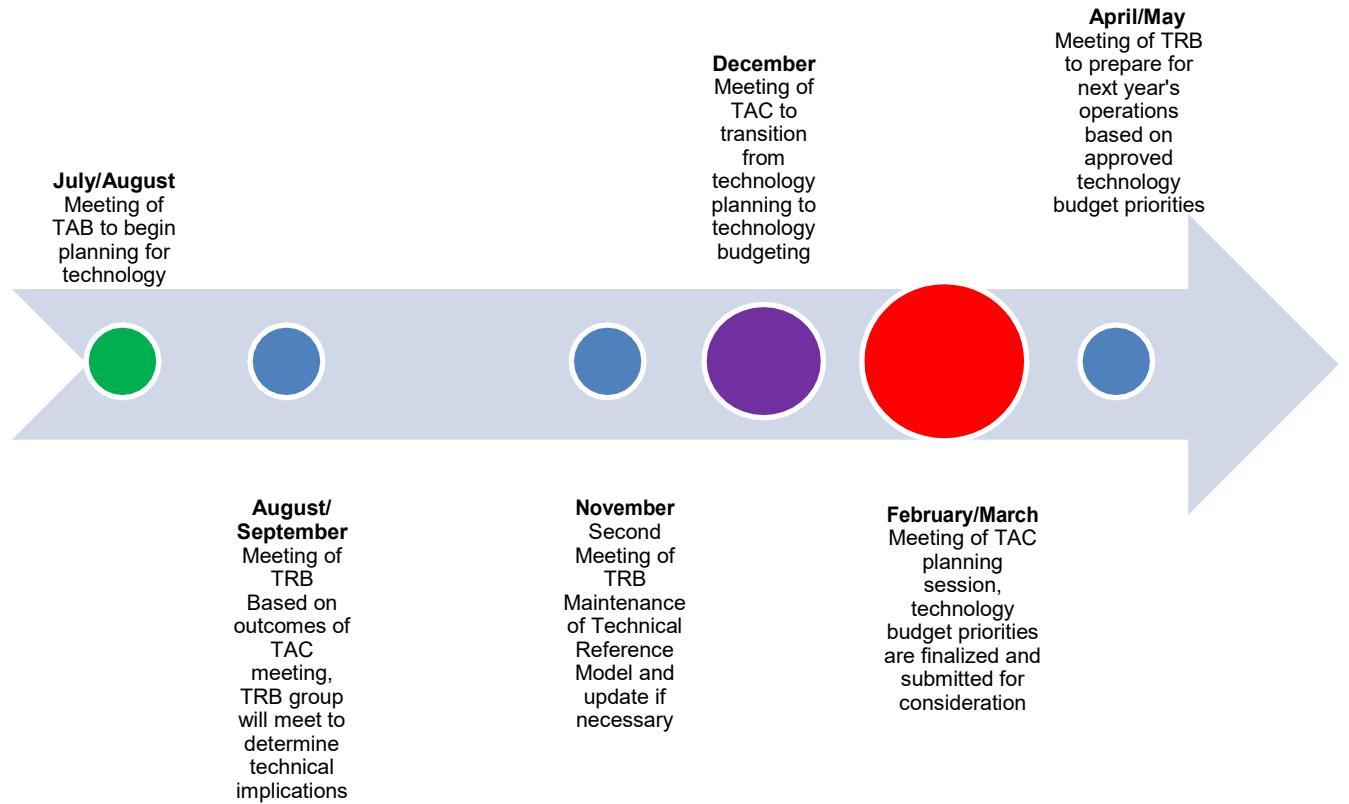
The technology vision, promise, and core values should remain constant for the foreseeable future. However, the initiatives set forth in the plan require ongoing evaluation. While the plan has been designed with an eye towards the future, the technology landscape is rapidly changing. What makes sense for 2020 may not make sense in 2024. As part of the plan, MSU should establish a formal technology planning process that includes ongoing evaluation and prepares the University to develop its next technology plan in 2024-2028.

By establishing a University-wide technology planning approach, working to standardize tools and applications, and developing a repeatable process for setting technology priorities, University leadership should have a more complete picture of resources, materials, and capabilities. New technology services can create significant opportunities to change how the University manages daily operations. To obtain the benefits of technology investments, the University must plan for business process changes that streamline operations and focus on using technology to improve customer service.

The following timeline is based on a July 1 to June 30 fiscal year cycle and suggests a high-level process for MSU to sustain its University Technology plan and to strengthen technology governance.

University Technology Planning Cycle

April/May
Meeting of TRB to prepare for next year's operations based on approved technology budget priorities

December
Meeting of TAC to transition from technology planning to technology budgeting

July/August
Meeting of TAB to begin planning for technology

August/ September
Meeting of TRB Based on outcomes of TAC meeting, TRB group will meet to determine technical implications

November
Second Meeting of TRB Maintenance of Technical Reference Model and update if necessary

February/March
Meeting of TAC planning session, technology budget priorities are finalized and submitted for consideration

Appendix Overview

Appendix A: MSU Technology Community – A graphical depiction of the MSU technology community, which includes the Office of Information Technology (OIT), Technology Liaisons, and other members of both academic and administrative 'distributed technology', as well as external and internal entities that impact the technology environment at MSU.

Appendix B: Key Performance Indicators for SOAR – Key performance indicators (KPI) and selected metrics are monitored on an annual basis to evaluate progress toward reaching each of the six SOAR goals. Annual progress reports with KPI targets for future performance will help ensure that the University maintains course toward its vision of becoming the best public regional university in the South.[11]

Appendix C: Glossary of Terms & Acronyms – This provides a listing of technology terms and acronyms used throughout the technology plan.

Appendix D: UAR 404.02 Technology Account Policies and Procedures - The Technology Accounts Policies and Procedures UAR covers all user accounts maintained by the Office of Information Technology and MSU. Individuals covered by the policy include (but are not limited to) MSU faculty, visiting faculty, staff, students, alumni, guests or agents of the administration, external individuals, members of the Board of Regents, and organizations accessing accounts maintained by MSU.

Appendix E: Offsite Co-Location Overview - Morehead State University partnered with Northern Kentucky University (NKU) with a reciprocal agreement to provide and host information technology resources in the respective institutional data centers. This provides MSU the ability to store mission critical data at a geographically diverse offsite location. The agreement includes the infrastructure, including power, rack space, and environmental controls, necessary to host information technology resources. The data replication is synchronous (real time) and includes scheduled daily server and storage backups. Site to site connectivity is provided by the Kentucky Regional Optical Network (KyRON).

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[11] https://www.moreheadstate.edu/MSU/media/President/2018-22StrategicPlan.pdf
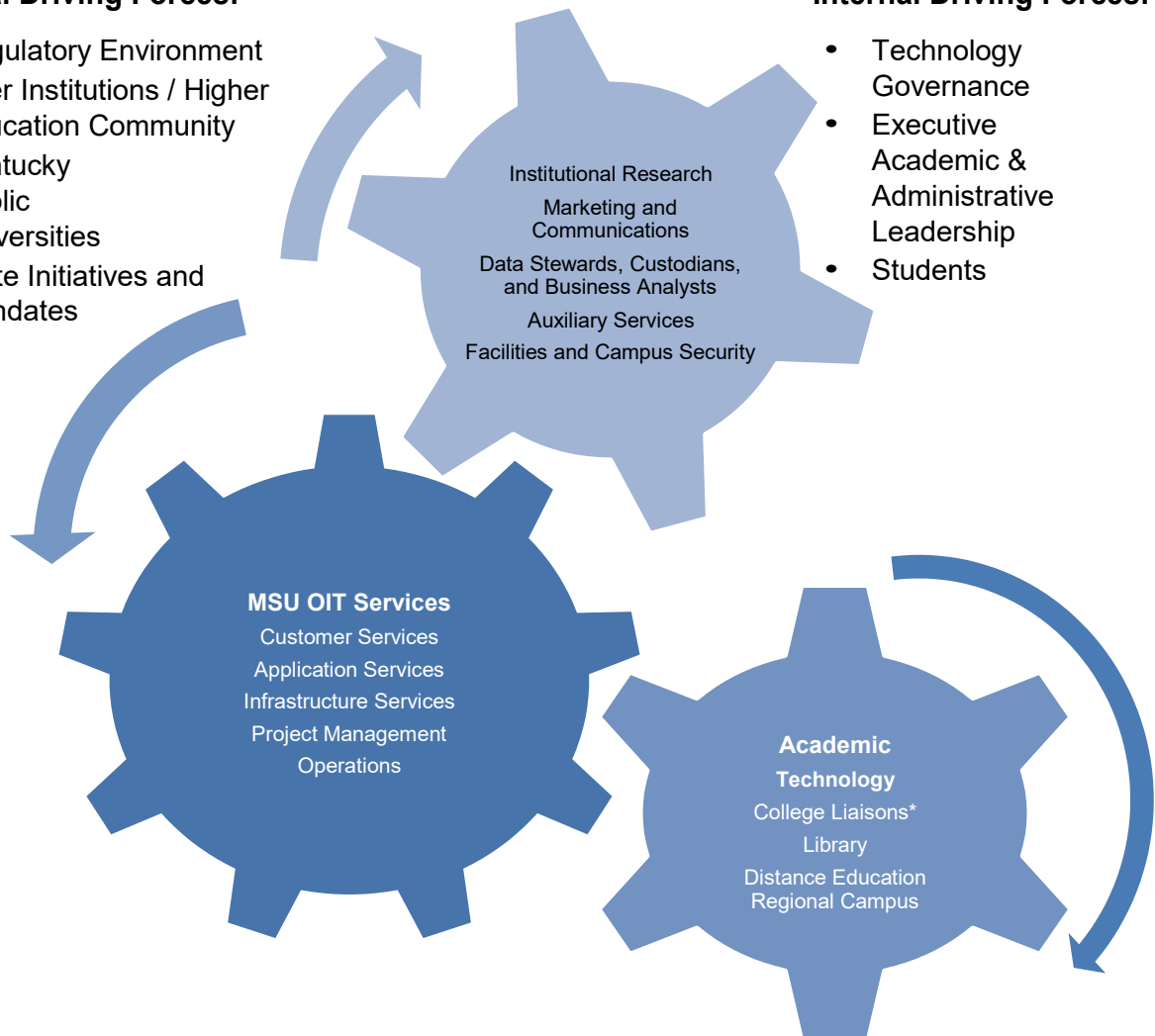
Appendix A: MSU Technology Community

The MSU technology community is comprised of the Office of Information Technology (OIT), Technology Liaisons, and other members of the 'distributed technology community'.

External Driving Forces:

- Regulatory Environment
- Peer Institutions / Higher Education Community
- Kentucky Public Universities
- State Initiatives and Mandates

Internal Driving Forces:

- Technology Governance
- Executive Academic & Administrative Leadership
- Students

Institutional Research

Marketing and Communications

Data Stewards, Custodians, and Business Analysts

Auxiliary Services

Facilities and Campus Security

MSU OIT Services
Customer Services
Application Services
Infrastructure Services
Project Management
Operations

Academic Technology
College Liaisons*
Library
Distance Education
Regional Campus

*College Liaisons – As part of the Academic Affairs/Technology Liaison Team, Technology Liaisons communicate College technology hardware/software purchases with the Academic Affairs office and the OIT. Technology liaisons are also responsible for assisting faculty with making appropriate choices for classroom technology.

Appendix B: Key Performance Indicators for SOAR 2018-2022

> Key performance indicators (KPI) and selected metrics are monitored on an annual basis to evaluate progress toward reaching each of the SOAR goals. Annual progress reports with KPI targets for future performance will help ensure that the University maintains course toward its vision of becoming the best public regional university in the South.

- African-American UG Enrollment
- Hispanic/Latino UG Enrollment
- URM UG Enrollment
- URM GR Enrollment
- URM Faculty
- URM Mgmt. Occupations
- Progress of Underprepared Students (English)*
- Progress of Underprepared Students (Math)*
- 6-yr Graduation Rate - Overall
- 6-yr Graduation Rate - Low Income
- 6-yr Graduation Rate - URM
- 1st to 2nd Year Retention Rate - Overall
- 1st to 2nd Year Retention Rate - Low Income
- 1st to 2nd Year Retention Rate - URM
- Avg. Credit Hours Earned to Bachelor's Degree
- Student Progression - 30 Hours
- Student Progression - 60 Hours
- Student Progression - 90 Hours
- Bachelor's Degrees Awarded - Total
- Bachelor's Degrees Awarded - Low Income
- Bachelor's Degrees Awarded - URM
- Bachelor's Degrees Awarded - STEM+H
- Graduate Degrees Awarded - Total
- Internships/Co-ops/Clinical Learning Experiences
- SCH Earned (unweighted & weighted, not including Craft/HS)
- Total FTE (unweighted, not including Craft/HS)
- UG FTE (unweighted, not including Craft/HS)
- Bachelor's Degrees per 100 FTE
- Facilities Square Footage
- Instruction & Student Services Expense
- Direct Cost
- Number of KCTCS Transfer Students
- Amount of Private Financial Support
- Alumni Giving
- Eagle Scholars Matriculation %

Appendix C: Glossary of Terms & Acronyms

BI – Business Intelligence
BYOD – Bring Your Own Device
Cat 3/Cat 5/Cat 6 – Cable used in computer networking.
CFO – Chief Financial Officer
CIO – Chief Information Officer
CMS – Content Management System
DMCA – Digital Millennium Copyright Act
DMS – Document Management Systems
DST – Directory Service Team
ECAR – EDUCAUSE Center for Applied Research
ERP – Enterprise Resource planning system
FTFR – First-time Freshman
HDTV – High Definition Television
IT – Information Technology
ITAS – Office of Information Technology - Application Services
ITIL – Information Technology Infrastructure Library
ITSM – IT Service Management
iTV – Apple Television
KPI – Key Performance Indicators
KyRON – Kentucky Regional Optical Network
LMS – Learning Management System
MSU – Morehead State University
NKU – Northern Kentucky University
NSSE – National Survey of Student Engagement
OIRA – Office of Institutional Research and Analysis
OIT – Office of Information Technology
PBX – Private Branch Exchange
RUS – Rural Utilities Service
SLA – Service Level Agreement
SOAR – Student Orientation, Advising, and Registration
SPOC – Single point of contact
TAC – Technology Advisory Council
TRB – Technology Review Board
TRM – Technology Reference Model
UAR – University Administrative Regulation
UTP – University Technology plan
VDI – Virtual Desktop Infrastructure
VoIP – Voice over IP (Internet Protocol)
WCU – Western Carolina University

Appendix D: University Account Policy (UAR 404.02)

UAR NUMBER: 404.02
TITLE: Technology Account Policies and Procedures
ORIGINATOR: Chief Information Officer
INITIAL ADOPTION: 07/09/2018
REVISED: 02/01/2020

PURPOSE:
To establish acceptable guidelines for technology accounts maintained by the Office of Information Technology and Morehead State University (MSU). To establish and ensure adherence to best-practice technology security policies and procedures for account lifecycle management.

MSU technology accounts are created to support the educational, instructional, research, and administrative activities of the University. The use of these accounts and their associated resources is a privilege that is extended to members of the MSU community. As a consumer of these services, you have access to valuable University resources, sensitive data, and internal networks. Consequently, it is imperative to maintain security with respect to MSU technology accounts for the protection of University and its users.

SCOPE:
This document covers all user accounts maintained by the Office of Information Technology and MSU. Individuals covered by the policy include (but are not limited to) MSU faculty, visiting faculty, staff, students, alumni, guests or agents of the administration, external individuals, members of the Board of Regents, and organizations accessing accounts maintained by MSU. The following statements will function as MSU's official guidelines for technology account management using the University's technology systems. All technology accounts are also subject to the PG-55 Technology Resource Acceptable Use policy and may be restricted based on those guidelines.

RESPONSIBILITY:
The Office of Information Technology is responsible for the administration of all electronic accounts and systems owned or leased by the University.

ACCOUNT POLICY PROCEDURES:
Affiliate – Access removed on termination date.
Compromised Account – Access removed upon detection of unauthorized access.
Emeriti Faculty – Access provided indefinitely.
Employee (Involuntarily Termination) – Access removed upon notification to OIT staff.
Faculty – Access removed 180 days after termination date.
Staff – Access removed 60 days after termination date.
Student – Access removed after three consecutive non-enrolled semesters.

Technology accounts included in multiple groups will follow the least restrictive (longest) access

timeline.

DEFINITION OF TERMS:
- **Access Removed** – Inability to authenticate and/or login to MSU technology resources.
- **Account Management System** – Computer system used to verify and authenticate login credentials.
- **Affiliates** - Users who have a contractual affiliation with MSU but are not employees.
- **Compromised Account** – Any account where access has been gained via nefarious means (ex. phishing, hacking, etc.).
- **Emeriti Faculty** – Retired Faculty recognized by MSU Board of Regents for meritorious service.
- **Employee** – All faculty and staff.
- **Involuntary Termination** – Unplanned or involuntary termination of an employee.
- **Students** – All undergraduate and graduate students.
- **Termination Date** – Employment end date per the University's system of record.

STANDARD ACCESS PROCEDURE:
All users given access to specific MSU systems are subject to the removal of such access upon their termination date regardless of classification.

Appendix E: Offsite Co-Location Overview
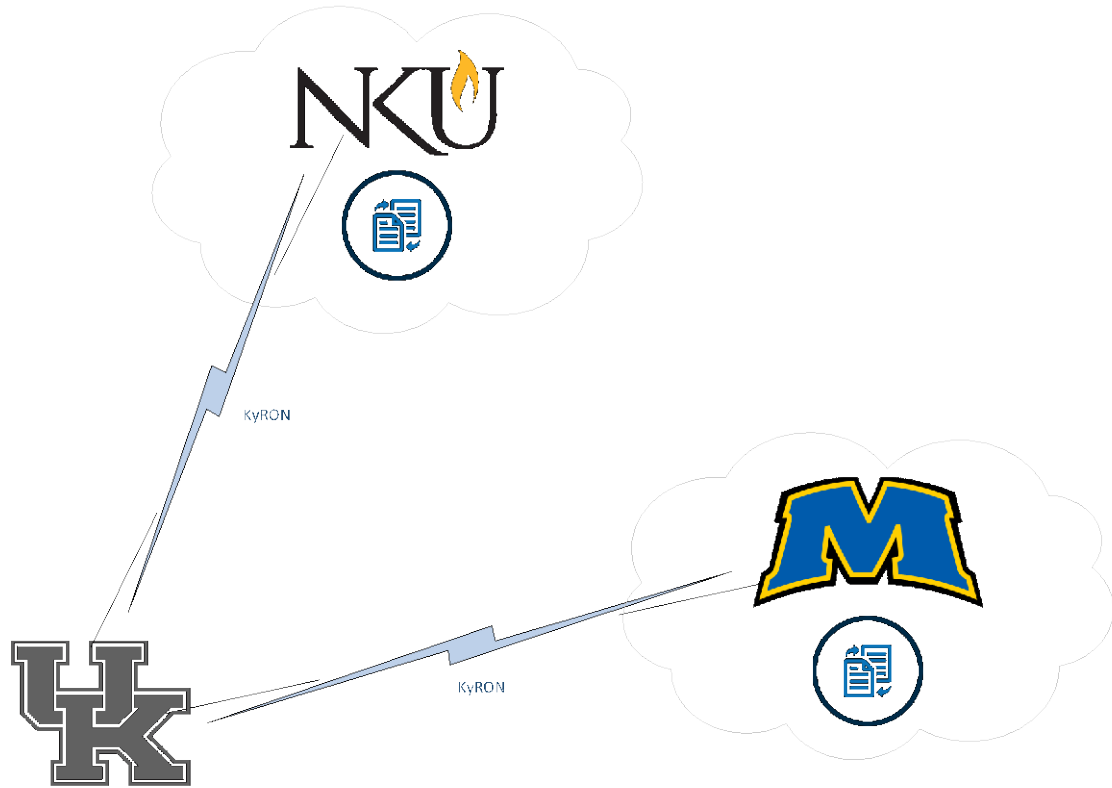
Recommendation:

That the Board of Regents approve the Pass/Fail Policy as modified for the Spring Semester, 2020, as an adaptation to the unique circumstances attributable to the coronavirus (COVID19) pandemic.

Background:

During the Spring 2020 semester, in response to the Governor's orders and directives and to prevent the spread of COVID19, the President, in consultation with the Board of Regents, has taken a series of steps to ensure the wellbeing of University students, faculty, and staff. Some of these steps include transitioning all academic courses to online instruction and requiring students to move off campus. Online instruction may prove trying for students who have difficulty learning from an online format or have limited to no internet access. Therefore, in an effort to not penalize those students who may experience greater hardships, upon recommendation by the Provost and Vice President for Academic Affairs, the President recommends that the Board of Regents approve the Pass/Fail Policy as modified for the Spring Semester 2020.

Prepared by: Bob Albert

Pass/Fail Option - Morehead State University
2020 Spring Semester

<u>**Undergraduate and Graduate Students**</u>

Effective immediately, all undergraduate and graduate students will be permitted to convert any of their courses to Pass/Fail grading for the 2020 spring semester only. All courses for which you receive a passing grade will count toward degree requirements, which overrides some departmental or college policies **unless** the department or college has evidence that their accrediting or regulating agency will not allow Pass/Fail grades in a program. In those cases, the Department Chair/Associate Dean overseeing that program will send an email to affected students informing them of the program courses in which the Pass/Fail option cannot be used.

Spring semester course grades will be assigned as follows. At the end of the semester, all faculty will submit their course letter grades (A-E) to the registrar's office. For courses in which you have chosen the Pass/Fail option, letter grades will be converted to Pass or Fail as follows. At the undergraduate level, grades of D or better will convert to Pass, with a grade of E converting to Fail. At the graduate level, grades of C or better will convert to Pass, with grades of D or E converting to Fail.
You may request to move your courses to Pass/Fail as late as the last day of classes, May 1. In recognition that each course's learning experience will be different, there is no limit on the number of courses you can convert to Pass/Fail grading this semester. You can make the decision on a course-by-course basis. If students exceed the number of pass-fail credits as a result of actions taken during the spring semester, the policy on credit limits for pass-fail will not be enforced. **Note that Pass grades in the Pass/Fail system do not impact your GPA, for better or worse, but a Failing grade will lower your GPA.**

Students should seek advice from their academic advisors and/or faculty about the ramifications of switching to Pass/Fail if they anticipate applying to graduate/professional programs, have minimum GPA requirements in their academic programs, have minimum GPA requirements associated with their scholarships, must achieve a certain GPA to remain in good academic standing, or have minimum course grade requirements needed to advance to upper division courses.

We are working on the process by which you will make the request to change your grade to the Pass/Fail option through the registrar's office. We will let you know by email when we have the process completed.

Note that if you select the Pass/Fail option, the grade that will be recorded on your transcript (per the MSU grade marking system) will be "K" for a Passing grade and "N" for a Failing grade.

Students enrolled in Eagle Scholar/Dual Credit courses should discuss with their course instructor the ramifications of choosing the Pass/Fail option. These instructors will be conferring with guidance counselors in their high schools regarding the impact of Pass/Fail grades on high school transcripts.

Course letter grades for students enrolled in first half of the 2020 spring semester courses are not eligible for conversion to Pass/Fail grades as those courses concluded and letter grades were assigned before significant changes to spring term courses were implemented.

ACCEPT SECOND QUARTER
FINANCIAL REPORT AND
AMEND OPERATING BUDGET

BOR (III-B-1)
April 16, 2020

Recommendation:

That the Board of Regents accept the financial statements and amend the operating budget for the second quarter of the fiscal year that will end June 30, 2020.

Background:

The University has a statutory requirement to furnish quarterly financial reports to the Board of Regents. Financial statements have been prepared as of December 31, 2019, the second quarter of the fiscal year ending June 30, 2020. The statements, along with management's discussion and analysis and budget amendment information are attached.

Prepared by: Kelli Owen and Teresa Lindgren

This discussion and analysis of Morehead State University's financial statements provides an overview of the University's financial activities for the six months that ended on December 31, 2019. The statements and this discussion and analysis have been prepared by Accounting and Financial Services staff.

Using These Financial Statements

This report consists of two basic financial statements. The Statements of Net Position include information about the assets, liabilities, deferred inflows/outflows, and net position of the entire University. The Statements of Revenues, Expenditures and Changes in Net Position provide information about the unrestricted current funds revenues, expenditures and transfers of the University. The statements are prepared on an accrual basis and reflect the results of all transactions that affect the financial status of Morehead State University. These financial statements have not been prepared in full accordance with *Government Accounting Standards Board Statement 35 (*GASB 35). Interim statements are prepared using a fund approach to facilitate budget comparisons and management decisions. Year-end statements are prepared in the GASB 35 format.

Financial Highlights

Morehead State University's financial picture remains stable through the second quarter of the 2019-2020 fiscal year. During the period July 1, 2019 through December 31, 2019, the University operated with a surplus of revenues over expenditures and transfers in the amount of $39,994,490. This level of operating surplus is expected at this time, since most of the billings for the Spring 2020 semester are reflected in the tuition and fees revenue and only expenditures through December 31, 2019 are reflected. As the fiscal year proceeds, the variance between revenues and expenditures will continue to decrease and should reflect a more appropriate operating surplus or deficit.

Significant trends and variances for the six months are summarized as follows:

- Total revenues decreased approximately $2.7 million from last year to $105 million. The decrease primarily relates to reductions in tuition and housing revenue due to declines in undergraduate and graduate enrollment.

- The percent of actual total revenue to budget was 74.40% at December 31, 2019 and 72.69% at December 31, 2018. This percentage would be expected at this time, since most of the billings for the Spring 2020 semester are reflected in revenue.

- Total expenses were approximately $65.5 million at December 31, 2019 and $67.7 million at December 31, 2018. The $2.2 million decrease is due to reductions in operating expense budgets from all divisions as a result of projected declines in tuition and fee revenue and state appropriation revenue. Resources continue to be aligned to support instruction and student services to strengthen the University's financial position in the state's Performance Based Funding Model.

- Net change in net position was approximately $40 million at December 31, 2019 and 2018. As the fiscal year proceeds, the variance will continue to decrease and should reflect a more appropriate operating surplus or deficit.

Prepared by: Accounting & Financial Services Staff

Morehead State University
Unrestricted Current Funds
Statements of Revenues, Expenditures & Changes in Net Position
For the Six Months Ended December 31, 2019 and 2018

	2019-2020			2018-2019		
	Amended Budget	Actual	Percent of Actual to Budget	Amended Budget	Actual	Percent of Actual to Budget
Revenues						
Educational and General						
Tuition and Fees	$64,905,397	$61,383,227	94.57%	$67,416,437	$63,357,873	93.98%
State Appropriations	38,466,800	21,156,700	55.00%	38,852,400	21,368,800	55.00%
Indirect Cost Reimbursement	815,000	394,421	48.40%	820,000	394,562	48.12%
Sales & Services Ed Activities	1,892,877	1,502,635	79.38%	1,834,336	1,388,711	75.71%
Other Sources	4,041,113	3,112,847	77.03%	4,026,139	3,149,511	78.23%
Budgeted Fund Balance-E&G	9,020,125	-	0.00%	9,974,772	-	0.00%
Total Educational and General	**$119,141,312**	**$87,549,830**	**73.48%**	**$122,924,084**	**$89,659,457**	**72.94%**
Auxiliary Enterprises						
Housing	$15,138,300	$15,160,097	100.14%	$15,168,300	$15,596,724	102.82%
University Store	3,724,000	1,888,029	50.70%	5,360,800	2,038,015	38.02%
Food Services	760,000	415,045	54.61%	716,500	404,853	56.50%
Other	1,060,000	468,806	44.23%	1,123,500	483,691	43.05%
Budgeted Fund Balance-Auxiliary	1,944,000	-	0.00%	3,540,000	-	0.00%
Total Auxiliary Enterprises	**$22,626,300**	**$17,931,977**	**79.25%**	**$25,909,100**	**$18,523,283**	**71.49%**
Total Revenues	**$141,767,612**	**$105,481,807**	**74.40%**	**$148,833,184**	**$108,182,740**	**72.69%**

Morehead State University
Unrestricted Current Funds
Statements of Revenues, Expenditures & Changes in Net Position
For the Six Months Ended December 31, 2019 and 2018

	2019-2020			2018-2019		
	Amended Budget	Actual	Percent of Actual to Budget	Amended Budget	Actual	Percent of Actual to Budget
Expenditures and Transfers by Division						
Educational & General						
President & Administration	$2,089,429	$995,893	47.66%	$2,182,215	$928,909	42.57%
University Advancement	2,447,121	1,241,843	50.75%	2,474,071	1,238,277	50.05%
Administration & Fiscal Services	17,844,528	11,749,110	65.84%	17,678,913	11,073,131	62.63%
Student Affairs	16,177,459	8,685,294	53.69%	17,159,978	8,985,739	52.36%
Academic Affairs	49,632,544	21,459,276	43.24%	50,540,268	22,223,869	43.97%
Other	34,364,858	13,936,992	40.56%	37,864,734	14,154,771	37.38%
Total Educational & General	**$122,555,939**	**$58,068,408**	**47.38%**	**$127,900,179**	**$58,604,696**	**45.82%**
Auxiliary Enterprises						
Housing	$12,411,331	$4,524,262	36.45%	$11,613,964	$4,289,837	36.94%
University Store	3,349,123	1,669,326	49.84%	4,526,591	2,156,034	47.63%
Food Services	194,927	82,288	42.21%	209,060	87,695	41.95%
Other	3,256,292	1,143,033	35.10%	4,583,390	2,517,608	54.93%
Total Auxiliary Enterprises	**$19,211,673**	**$7,418,909**	**38.62%**	**$20,933,005**	**$9,051,174**	**43.24%**
Total Expenditures and Transfers by Division	**$141,767,612**	**$65,487,317**	**46.19%**	**$148,833,184**	**$67,655,870**	**45.46%**
Net Change in Net Position		**$39,994,490**			**$40,526,870**	

	2019	2018
Current assets:		
Cash and cash equivalents	$35,471,521	$23,380,734
Accounts, grants and loans receivable, net	45,341,698	50,720,427
Prepaid interest	16,083	16,083
Inventories	1,956,052	2,094,648
Other current assets	51,360	210,007
Total current assets	82,836,714	76,421,899
Noncurrent assets:		
Accounts, grants and loans receivable, net	3,056,482	3,692,154
Prepaid interest	128,663	144,745
Prepaid lease	3,236,509	3,370,709
Investments	11,561,278	11,442,555
Capital assets, net	257,789,347	266,590,739
Total noncurrent assets	275,772,279	285,240,902
Total Assets	358,608,993	361,662,801
Deferred Outflows of Resources:		
Pensions	25,595,846	38,283,821
OPEB	2,997,853	3,720,183
Total deferred outflows of resources	28,593,699	42,004,004
Total assets and deferred outflows	$387,202,692	$403,666,805

Liabilities, Deferred Inflows and Net Position

	2019	2018
Current liabilities:		
Accounts payable and accrued liabilities	$10,320,707	$11,055,126
Unearned revenue	1,703,364	2,140,481
Bonds, notes and capital lease obligations, current portion	5,441,807	6,193,331
Total current liabilities	17,465,878	19,388,938
Long-term liabilities:		
Bonds, notes and capital lease obligations, noncurrent portion	80,146,073	84,376,229
Advances from federal government for student loans	3,296,670	3,405,264
Unearned revenue	290,235	290,235
Net pension liability	126,215,896	183,736,890
Net OPEB liability	27,878,680	31,623,052
Total long-term liabilities	237,827,554	303,431,670
Total Liabilities	255,293,432	322,820,608
Deferred Inflows of Resources:		
Deferred bond reoffering premium	1,857,933	2,044,806
Pensions	90,495,047	66,508,954
OPEB	3,991,902	563,591
Deferred gain on disposal	1,286,860	1,358,352
Total deferred inflows of resources	97,631,742	70,475,703
Net Position:		
Net investment in capital assets	170,488,280	174,137,201
Restricted:		
Expendable	4,006,838	4,811,570
Nonexpendable	11,557,521	11,432,458
Unrestricted	(151,775,121)	(180,010,735)
Total net position	$34,277,518	$10,370,494
Total liabilities, deferred inflows and net position	$387,202,692	$403,666,805

See Attached Notes To Statements of Net Position

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1.   The Statements of Net Position include the unrestricted current funds, restricted current funds, endowment funds, loan funds, and plant funds of the University. Agency funds held for others are not included.

2.   Cash and cash equivalents increased $12 million primarily due to decreases in expenditures as a result of operating expense budget reductions.

3.   Accounts, grants, and loans receivable are shown net of allowance for uncollectible student accounts of $1,940,545 at December 31, 2019 and $2,049,436 at December 31, 2018.   Also, included in this category is $4.4 million in receivables from federal and state agencies at December 31, 2019 and $7.8 million at December 31, 2018. The decrease in receivables from federal and state agencies is primarily related to the timing of when capital appropriations were received for the student services facility renovation/expansion project.

4.   Other current assets include financial commitments from the MSU Foundation for campus construction and renovation projects.

5.   Noncurrent accounts, grants and loans receivable represent balances owed to the University from borrowers who have participated in the Federal Perkins Loan Program.

6.   Capital assets, net decreased approximately $8.8 million from the previous year primarily due to depreciation expense. The decrease was offset by expenses reported as construction in progress for the renovation/expansion of ADUC that were capitalized and moved to capital asset categories. Accumulated depreciation on buildings and equipment was $211,288,744 at December 31, 2019 and $199,298,254 at December 31, 2018.

7.   Deferred outflows of resources include the amount of pension and OPEB contributions paid to KTRS and KERS from July 1, 2018 through June 30, 2019. These amounts were paid subsequent to the June 30, 2018 measurement date and will be recognized as a reduction of the net pension liability in the year ended June 30, 2020. Deferred outflows also include amounts related to changes in assumptions used in the calculations by the actuaries.

8.   Accounts payable and accrued liabilities include amounts due to vendors and amounts due for withheld and matching portions of payroll taxes and estimated claims payable, but not paid until after the Statements of Net Position date.

9.   Unearned revenue from federal and state grants represent amounts received but not expended at the Statements of Net Position date.

10.   Bonds and capital lease obligations include the current and long-term portions of amounts borrowed for the purchase of plant assets. On April 26, 2019, the University entered into a lease agreement with Dell Financial Services for infrastructure equipment in the amount of $607,835. The University also made principal payments on outstanding debt in the amount of $5.4 million and amortized $145,000 in Bond Reoffering Premiums.

11.   Net pension and OPEB liability is due to the implementation of GASB 68 and GASB 75, which required Morehead State University to record its proportionate share of the Commonwealth of Kentucky's net pension and net OPEB liability.

12.   Deferred inflows of resources include bond premiums from the issuance of the 2014 Series A and B and 2016 Series A General Receipts Bonds. Also, included in this category are deferred inflows from changes in assumptions and changes in proportionate share of contributions related to GASB 68 and 75.

MOREHEAD STATE UNIVERSITY
Unrestricted Current Funds
Budget Amendments
For the Period October 1, 2019 to December 31, 2019

Description	Opening Budget As of 10/1/2019	Adjustments	Amended Budget As of 12/31/2019
Revenues and Other Additions			
Tuition and Fees	$ 64,897,984	$ 7,413	$ 64,905,397
Government Appropriations	38,466,800	-	38,466,800
Indirect Cost Reimbursement	815,000	-	815,000
Sales and Services of Ed. Activities	1,764,664	128,213	1,892,877
Other Sources	3,641,725	399,388	4,041,113
Budgeted Fund Balance - E&G	9,020,125	-	9,020,125
Auxiliary Enterprises	20,682,300	-	20,682,300
Budgeted Fund Balance - AUX	1,944,000	-	1,944,000
Total Revenues and Other Additions	**$ 141,232,598**	**$ 535,014**	**$ 141,767,612**
Expenditure Authorizations by Division			
Educational & General			
President & Administration	$ 2,127,151	$ (37,722)	$ 2,089,429
University Advancement	2,438,298	8,823	2,447,121
Administration & Fiscal Services	17,592,188	252,340	17,844,528
Student Affairs	16,012,732	164,727	16,177,459
Academic Affairs	49,212,263	420,281	49,632,544
Debt Service & Mandatory Transfers	3,609,488	46,998	3,656,486
Other	31,441,780	(733,408)	30,708,372
Total Educational & General	**$ 122,433,900**	**$ 122,039**	**$ 122,555,939**
Auxiliary Enterprises			
Administration & Fiscal Services	$ 10,968,776	$ 461,555	$ 11,430,331
Student Affairs	812,030	1,027	813,057
Debt Service	5,358,075	(46,998)	5,311,077
Other	1,659,817	(2,609)	1,657,208
Total Auxiliary Enterprises	**$ 18,798,698**	**$ 412,975**	**$ 19,211,673**
Total Expenditure Authorizations	**$ 141,232,598**	**$ 535,014**	**$ 141,767,612**

MOREHEAD STATE UNIVERSITY
Unrestricted Current Funds
Budget Amendments
For the Period October 1, 2019 to December 31, 2019
Notes of Significant Adjustments to Revenue and Other Additions

Sales and Services of Educational Activities
　　Unbudgeted revenue allocated during the second quarter totaled $128,213
- Athletic revenue allocations totaled $71,816
    - $52,017　Game Guarantees
    - $16,797　Athletic Camp Revenue
    - $3,002　Other Athletic Revenue
- Other miscellaneous revenue allocations totaled $48,347
    - $37,984　Academic Affairs
    - $10,363　University Advancement
- Eagle Excellence Fund (EEF) support from the MSU Foundation totaled $8,050

Other Sources
　　Unbudgeted revenue allocated during the second quarter totaled $399,388
- Revenue from Governor's Scholars Program (GSP) totaling $189,871 allocated to Outreach Student Services for expenses of hosting the program in summer 2019
- Unbudgeted support from the MSU Foundation totaled $77,713
    - $49,029　Academic Affairs
    - $12,842　University Advancement
    - $8,775　Student Affairs
    - $5,720　Administration & Fiscal Services
    - $1,347　President & Administration
- Endowment income allocations primarily to Academic Affairs totaled $97,108
- Other miscellaneous revenue totaled $34,646
    - $20,000　Administration & Fiscal Services
    - $7,216　Student Affairs
    - $3,420　Academic Affairs
    - $846　Auxiliary-Student Affairs
    - $480　University Advancement
    - $2,684　Other

From: **Revenue and Other Additions**	To: Division/ **Budget Unit**	**Amount**	**Description**

None.

MOREHEAD STATE UNIVERSITY
Capital Outlay Status Report
Agency Funds
For the Period of October 1, 2019 to December 31, 2019

	Estimated Project Scope	Completion Date	Project Status
I. Equipment Purchases $200,000 or Greater			
None			
II. Capital Construction Projects, Information Technology Systems or Land Acquisitions $1,000,000 or Greater			
Water Treatment Plant Sediment Basin	$ 1,600,000		In Planning

Morehead State University is committed to providing equal educational opportunities to all persons regardless of race, color, national origin, age, religion, sex, sexual orientation, gender identity, gender expression, disabled veterans, recently separated veterans, other protected veterans, and armed forces service medal veterans, or disability in its educational programs, services, activities, employment policies, and admission of students to any program of study. In this regard the University conforms to all the laws, statutes, and regulations concerning equal employment opportunities and affirmative action. This includes: Title VI and Title VII of the Civil Rights Act of 1964, Title IX of the Education Amendments of 1972, Executive Orders 11246 and 11375, Equal Pay Act of 1963, Vietnam Era Veterans Readjustment Assistance Act of 1974, Age Discrimination in Employment Act of 1967, Sections 503 and 504 of the Rehabilitation Act of 1973, Americans with Disabilities Act of 1990, and Kentucky Revised Statutes 207.130 to 207.240; Chapter 344 and other applicable statutes. Vocational educational programs at Morehead State University supported by federal funds include industrial education, vocational agriculture, business education, and the associate degree program in nursing. Any inquiries should be addressed to: Affirmative Action Officer, Morehead State University, 301 Howell-McDowell Administration Building, Morehead, KY 40351, 606-783-2097.