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On January 20, 1983, the Board of Regents also approved the creation of the Whitney M. Young College of Leadership Studies, based upon the model of St. John's College, a small, distinguished Maryland institution. Beginning in August 1983, the College of Leadership Studies, enrolling approximately sixty new students each year, will offer two years of virtually pure liberal arts education utilizing the "Great Books" approach coupled with extensive use of the tutorial method, as well as seminars and science laboratories. Students enrolled in this unique, concentrated program will have the option of continuing in the College of Leadership Studies during their junior and senior years or transferring to the University's College of Arts and Sciences to pursue a more specialized degree. The first Dean of the College of Leadership Studies, Dr. Thomas J. Slakey, assumed his duties on January 24, 1983. A copy of the dean's resume is attached as Appendix 41 and a full description of the College of Leadership Studies as adopted by the University Board of Regents is attached as Appendix 42. Copies of three articles that recently appeared in Kentucky newspapers, which give an indication of the public response to the College of Leadership Studies, are attached as Appendix 43.

Another key component of KSU's enhanced academic program is the unique cooperative program entered into with the University of Kentucky, University of Louisville and Northern Kentucky University for KSU students interested in pursuing careers in medicine, dentistry or law. The cooperating institutions have developed with KSU curricula specifically designed for KSU students who wish to enter one of the state's public professional schools in medicine, dentistry or law. A KSU student who is a resident of Kentucky and who completes the specified curriculum with a specified grade point average will be guaranteed admission to one of the state's professional schools in his or her field. (The only limitation is that none of the professional schools is obligated to offer admission under this program to a number of KSU graduates in excess of three percent of its entering class. KSU graduates who are Kentucky residents represent 0.9% of all baccalaureate graduates of Kentucky public institutions.) This program, which is now fully in place, will attract a large number of well-qualified students to KSU, as it is the only program of its type in the state that assures a student admission to the highly competitive professional schools.

Yet another element of KSU's revised academic plan is the achievement of the lowest faculty-student ratio among Kentucky's public universities. As KSU becomes a high quality liberal arts institution, students can be assured of having smaller class sizes, more individual attention and greater access to faculty members than would be possible at any of its sister institutions. With the fulfillment of this commitment, KSU is achieving the goal of becoming a more personal, close-knit academic community, providing the opportunity for a degree of faculty-student interaction and individualized learning that is unique in the Commonwealth.

The achievement of the lowest student-faculty ratio has been ensured by including appropriate components in the Council on Higher Education's funding formula, which was revised during 1982-83. Formula funding was legislatively mandated in 1982 by the Kentucky General Assembly along with a directive to review and revise the formula. The recently completed review and revision took KSU's revised mission into consideration.

The faculty-undergraduate student ratios of Kentucky's public universities for the 1981-82 academic year were:

Eastern Kentucky University	17.3
Kentucky State University	13.0
Morehead State University	18.1
Murray State University	16.8
Northern Kentucky University	20.0
University of Kentucky	16.9
University of Louisville	16.9
Western Kentucky University	17.3
Community College System	21.1

The Commonwealth is committed to assuring Kentucky State University at least a 25% advantage in undergraduate faculty-student ratio below the next lowest faculty-student ratio among the public universities in the Commonwealth through the use of equations in the funding formula designed to produce this result.

In addition, the higher education representatives that completed the formula review, the Conference of Presidents and the Formula Study Steering Committee, which is composed of the chief executive officers of the public universities, the Executive Director of the Council on Higher Education

and the Secretary of Finance and Administration, approved the following language on February 17, 1983.. This language is now a part of the document; The Final Report of the Formula Steering Committee.

In order to comply with the Desegregation Plan commitment that Kentucky State University should maintain the lowest undergraduate student/faculty ratio, and to recognize the liberal arts mission of Kentucky State University, Kentucky State University's undergraduate rates per student credit hour are the same as the upper division rates, with the exception of the education, library science, vocational training, and business instruction areas. This will provide additional support for Kentucky State University to meet the Desegregation Plan commitment and to fulfill its mission as a liberal arts institution.

The Council on Higher Education adopted this policy on April 14, 1983.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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SAMPLE MEASURES FOR INCREASING BLACK ENROLLMENT IN
GRADUATE AND PROFESSIONAL PROGRAMS AT
TRADITIONALLY WHITE UNIVERSITIES

Summarized below are descriptions of various programs and activities (measures) that may be utilized to achieve the graduate and professional school enrollment goals of the Plan. Except as otherwise indicated, the programs and activities described below should be conducted annually throughout the life of the Plan. Similarly, new positions created should be filled throughout the life of the Plan.

- o Effective fall 1983, the University will employ an additional black recruiter to assist in meeting the graduate and professional school goals of this Plan. This person will have as his/her sole responsibility the recruitment of black graduate and professional students and will carry out the programs and the activities discussed below. Funds for his/her salary and expenses will be provided at least for the life of this Plan.
- o Upon acceptance of the Plan, the Director of Admissions will enlist the participation of currently enrolled black graduate and professional students and black professors teaching graduate and professional courses in the recruitment of black students for graduate and professional academic programs. By September 15, 1983, at least one such student and one such professor will be identified to be employed as part-time recruiters. These individuals will be fairly compensated for their services. These persons, along with the full-time recruiter, will assist in conducting the activities described below.
- o By December 1, 1983, the recruiter will identify, from University records, black graduate and professional school alumni. Each alumnus/alumna will receive a letter requesting suggestions for making the University's programs more attractive to black students. They will also be asked for permission to use their names in recruitment literature and for referrals of prospective students.
- o During the fall semester of each academic year the recruiter will visit each traditionally black college in the State and at least five other institutions with large black undergraduate enrollments. At least ten similar institutions will be visited in the spring semester. A schedule for the visits will be submitted to OCR no later than September 15, 1983. The recruiter will provide literature to the career and graduate placement offices at each institution and will meet with students and advisors. Deans will be encouraged to make referrals; and interested potential students will be asked to identify themselves.

- o By October 1983 the graduate and professional school admissions office staff will develop and publish a brochure that will emphasize the participation of blacks in the University's graduate and professional programs. The brochure will describe all programs, list their prerequisites, discuss job opportunities available to graduates, explain sources of financial aid, and describe black student activities. The brochure will also contain profiles of black alumni/ae, and include statements about the benefits of the programs. The brochure will include pictures of academic, housing, and social facilities and several candid pictures, including pictures showing black students and faculty. In addition, the brochure will contain a postal card that can be used for further inquiries. Several copies of the brochure will be sent to the placement offices of colleges and universities with large black enrollments. Copies will also be sent to black community groups identified by the recruiters.
- o By November 1, 1983, the recruiter will identify the major black community organizations in the University's service area. These organizations will include, but will not be limited to, the Urban League, NAACP, and OIC. Contacts will be made with the leaders of those organizations, and individual members who are willing to serve as community liaisons will be identified. The recruiter will supply all of the community liaisons with literature about opportunities for graduate and professional study at the University and, to the extent possible, about job opportunities available to graduates. Information about financial aid will also be made available. The liaisons will be encouraged to refer potential black students to the recruiter.
- o The graduate school will subscribe to the GRE Minority Student Locator Service as a means of identifying potential full-time black graduate students. The recruiter will send to all students listed in the Locator the brochure described above. In addition, each student will receive information from the academic department that corresponds to the student's stated field of interest.
- o The Dean of the School of Law or his/her designee will write to all black students listed in the Law School Admissions Service's candidate referral report, sending them information about the Law School's programs and financial aid.
- o Information about the University, its programs and services, including the brochure described above, will be mailed by the recruiter to dental and medical candidates identified in the Dental Admissions Testing Program brochure and the Medical Minority Application Registry. The information, which will include a discussion of admissions requirements and financial aid, will be mailed within 4 weeks after the list becomes available.

- o Beginning in fall 1983 the University will significantly expand its media coverage of career opportunities and educational opportunities available for black students who enroll in and complete graduate and professional academic programs. By October 1983, the television and radio stations and newspapers in the State with large black audiences and subscribers will be identified. By late fall 1983, these organizations will be contacted for the purchasing of advertising time and space. Funds from the advertising budget will be allocated to cover the cost of these activities.
- o Every black potential student referred to the admissions staff or identified through other recruitment activities will be sent a letter by the recruiter within two weeks of the referral. The recruiter's letter will introduce the student to opportunities for graduate and professional study at the University and will enclose the brochure described above.
- o The Dean of the Graduate School will regularly hold seminars with undergraduate students at the University. The purpose of these seminars will be to acquaint students with the opportunities for graduate and professional studies at the institution and to present information regarding financial support for graduate students. Black students will be encouraged to attend.
- o The Graduate/Professional School Dean or his/her designee will initiate meetings with and counsel individually senior black students whose performance indicates their potential for successful graduate work. In these one-on-one meetings, the Dean will explain what graduate professional work entails, identify what financial support is available, and explain why the student should consider a professional career.
- o The deans of the various schools and departments or their designees will contact all black students admitted to a graduate or professional program at the University who have not responded within two weeks. The purpose of the contacts will be to provide additional information that will assist the students in making a decision.
- o Every spring beginning in 1983, the Office of Graduate Admissions will contact promising black students enrolled in nondegree graduate programs at the University and encourage them to enroll in degree programs.
- o By November 1983, each graduate and professional Department Head will identify the public and private employers in the service area with integrated workforces whose employees could benefit from additional training available in the school or Department. The employers will be sent a brochure describing course offerings and will be asked to encourage their employees, particularly black employees, to enroll in one or more courses. Courses will be offered in the evening and on weekends to accommodate these students.

- o Every fall, the Dean of the Medical School or his/her designee will conduct a Pre-Health Science Advisor Day Seminar for undergraduate pre-health science advisors.. Advisors from colleges with large black enrollments will be encouraged to attend.
- o The University will sponsor a two-day Graduate and Professional School open house on its own campus each fall beginning in 1983 for undergraduate juniors and seniors. Black students will be identified from student referrals and inquiries, notified, and encouraged to attend. During the two-day session, participants will attend classes, meet with students, faculty, counselors, and admissions staff. They will be given information on admission requirements, financial aid, support services, student activities, and career opportunities. A schedule for the open house will be submitted to OCR no later than September 1983, and annually thereafter.
- o The University will participate in an annual two-day conference to be held on the campus of each traditionally black institution in the State. This gathering will acquaint black potential graduate students with available programs, provide information about careers in higher education in the State, and explain graduate school admission and financial aid procedures. This program will seek to attract at least 400 potential black graduate students each year. Graduate departments/professional schools will follow up with students who attend the conference by sending them additional material on financial aid opportunities and other relevant information. The schedule for this conference will be submitted to OCR no later than October 1983 and annually thereafter. The University will defray the expenses of students who could not otherwise attend.
- o Beginning in 1984, the University will offer an eight-week summer session enrolling at least 200 sophomore and junior undergraduates who are interested in applying to graduate or professional school. Black students will be encouraged to participate. The students will be assigned to sections based on their area of interest. A section will be organized for students interested in the health professions, a second for students interested in law, a third for students interested in engineering, a fourth for students interested in business administration and a fifth for students interested in the arts and sciences. The students will take courses to enrich their skills in undergraduate courses that are prerequisites for graduate study. In addition, students will attend test preparation classes designed to improve their performance on the Medical College Admissions Test (MCAT), Dental Admissions Test (DAT), Pharmacy College Admissions Test (PCAT), the Graduate Record Exam (GRE), the Law School Admissions Test (LSAT), and the Graduate Management Admissions Test (GMAT). The summer program will include field experience with professionals employed in the students' area of interest and information on obtaining financial aid. Students for the summer session will be selected from referrals and student inquiries.
- o The University will also offer, beginning in 1984, an eight-week summer session for students who have been admitted to its graduate and

professional programs but whose academic records suggest that further academic support would be beneficial. During this session students will take courses in their fields that are creditable toward a degree. Classes will be much smaller than regular session classes and students will receive frequent feedback on their performance. The summer session will be taught by the graduate and professional school faculty. At the end of the session, the faculty will carefully evaluate each student, recommend support services, if indicated, and advise each student of any actions deemed necessary for success in the program. Expenses for students enrolled in both summer sessions will be paid by the University.

- o All graduate departments and professional school admissions officers will consider each candidate's entire record and will admit black students who demonstrate potential for success but who do not necessarily meet all of the traditional admissions requirements. Records will be maintained on all applicants, including information on the basis of any denials of admission.
- o Each graduate department and professional school that admits students will review its admissions process. The review will include a reevaluation of all admissions standards and criteria. Admissions credentials of students admitted in prior academic years will be compared to their academic performance to determine the predictive value of each admission standard. The records of all black students admitted the previous year will be reviewed during this process. During the review process, current research from other sources on the validity of admissions criteria will be discussed. The results of each annual review, including recommendations for change, will be submitted to the Dean of Graduate and Professional Studies and to OCR by June.
- o By January 1984 the University will enter into agreements with all public TBIs in the State under which the University will accept all credits earned with a grade of "C" or better in specified graduate degree programs as creditable towards a graduate degree at the University in the same programs.
- o By January 1984, the University will establish a cooperative program with each TBI pursuant to which any student completing a prescribed undergraduate curriculum with a prescribed grade point average will be automatically admitted to the University's graduate or professional school. Each graduate department and professional school dean will be responsible for reviewing the curricula at the TBIs to ensure that students admitted under this program will have the academic skills needed to succeed in graduate or professional school. If new courses, faculty, or library materials need to be added at any TBI for this purpose, the graduate or professional dean will notify the institution president and OCR by December 1, 1983. The University's graduate and professional faculty will assist in the retraining of TBI faculty and will teach selected courses at these institutions as needed for this program.

- o By January 1984, the University will establish a graduate professional school exchange program with each predominately black institution in the State. Students enrolled in graduate or professional programs at these institutions will be allowed to take up to one-third of their courses at the University. Similarly University students will be allowed to take courses at the predominately black institutions. The Presidents of all participating institutions will be responsible for ensuring that all graduate and professional students are aware of this opportunity and encouraged to participate in it.
- o The State will initiate in the fall of 1983 a graduate and professional work-study program in each traditionally white University. The program will be coordinated by the state's higher education coordinating body and implemented jointly by individual State institutions and major employers of graduate and professional persons in the State. The program will provide both education and on-the-job training to graduate and professional students in various fields, as well as provide a stipend to participating students. By August 1, 1983, the coordinating board will identify and send out information to employers in the State regarding the program. A list of those employers who respond by September 1, 1983 indicating their interest in the program will be forwarded to each institution for possible placement of eligible students. Participation in the program will be limited to students who demonstrate economic need and academic promise. Priority consideration will be given to black candidates in order to achieve the goals of the Plan.
- o Beginning with the fall 1983 semester, undergraduate seniors at the university with grade point averages of 3.0 or above will be permitted to enroll in up to six credit hours in any graduate or professional program at the University. These credits will be creditable toward either a bachelor's or graduate degree. Black undergraduates will be encouraged to exercise this option.
- o The University will establish by September 1983 off-campus graduate centers in _____ and _____, two nearby localities with a substantial number of black residents. The graduate centers will be administered by the University's dean of graduate studies and will offer the entry level graduate and professional courses. All courses will be taught by members of the University's graduate and professional faculty and will be creditable towards a graduate or professional degree at the University. Students enrolled at the centers will have all the rights and privileges of students enrolled on the main campus and will be encouraged to enroll on the main campus to complete their degrees. The operating budget for the center is expected to be about \$____ per year, and will come from the University's general appropriation.
- o The University will provide \$_____ annually for scholarships for black graduate and professional students. At least 50% of this money will be earmarked for students pursuing degrees in fields in which blacks are underrepresented, such as medicine, dentistry, and engineering.

The president or his/her designee will be responsible for determining and reporting on how the money will be allocated among the various schools and departments by the February preceding each academic year. Recipients of scholarships from this fund will be selected on the basis of demonstrated potential for academic success. The amount of each award will be based on the financial need of the students but shall not be less than \$1000 per year.

- o The president or his/her designee will review all graduate assistantships and teaching fellowships to determine whether or not black students are underrepresented in comparison to their enrollment in the school or Department awarding the assistantships. Each school or department in which underrepresentation is found will establish goals to eliminate the underrepresentation during the life of the Plan. As part of its corrective action plan, each such school and department will offer an assistantship to the best qualified black student for the 1984-85 academic year.
- o Beginning with the 1983-84 academic year a full tuition scholarship plus a \$5000 stipend for living expenses will be awarded to two entering graduate or professional students who agree to provide professional services to an underserved community after graduation. The selection of the two students will be based solely on merit and dedication to provide service to underserved communities. The award will be renewable for up to five years as long as the recipient is enrolled full time in a degree program and maintains a satisfactory academic record. However, the recipient must agree to work in an underserved community for one year for each year that he/she accepts the award.
- o The president or his/her designee will review all financial aid awards for graduate and professional students and ensure that financial aid is awarded in a manner that will achieve the goals of this Plan. By January 1984 the president will notify the heads of those departments and schools in which black students are not participating appropriately in financial aid programs. Those persons will submit a plan within 30 days of notification demonstrating how they will increase black student participation.
- o The University will seek external funding for scholarships from corporations and charitable organizations. The admissions office will research external financial aid sources, including private foundations and government programs. The results of the research will be published by November 1, 1983 in a brochure entitled "Financing Graduate and Professional Education" and in the brochure prepared for black students. Both brochures will be distributed widely as part of the University's recruitment materials.
- o The University will maintain an emergency loan fund for graduate and professional students who develop severe financial problems. Students will be awarded short-term interest-free loans from the fund based upon demonstrations of financial hardship.

- o Through the programs described herein and through all other resources available, the University will make its best effort to ensure that no qualified black student is denied the opportunity to enroll in its graduate or professional schools for financial reasons.
- o Reports on the effectiveness of the black recruitment activities will be made to the University President each academic year. If the methods stated herein are not effective in attracting black students, additional or alternative measures will be undertaken.

DISESTABLISHMENT OF THE STRUCTURE OF THE DUAL SYSTEM

II A-1. Proposed legislative changes resulting from the reports of the Prichard Committee on Higher Education in Kentucky's Future and the management study consultants will be submitted to the Kentucky legislature.

As a direct result of the report of the Prichard Committee on Higher Education in Kentucky's Future, a request for \$1,000,000 was included in the executive budget to establish a "fund for academic excellence" to be used as a permanent endowment as explained on pages 41 through 43 in the committee's report, In Pursuit of Excellence, a copy of which has been provided to the Office for Civil Rights. Although the legislature rejected the request for a "fund for academic excellence" and no other legislation was enacted in 1982 as a direct result of the Prichard Committee report, the College of Leadership Studies at KSU, described at Benchmark II B-2, directly responds to the basic theme of the Prichard Report.

As a result of the Phase I Management Study report, conducted by Price Waterhouse in association with MGT of America, Inc., the legislature enacted revisions in the statutes that improve the management efficiency of all higher education institutions in areas including institutional finance, personnel procedures and capital construction. A copy of that legislation is included as Appendix 37.

II A-2. The Council on Higher Education and the universities will receive the final management study report for possible implementation of recommendations.

The Phase II (final) management study conducted by Price Waterhouse in association with MGT of America, Inc., was formally presented to the Council on Higher Education at its statutory/quarterly meeting on July 8, 1982. The Council moved to receive the nine-volume report which consists of a volume specific to each state university plus a

comprehensive summary document. Each university is in possession of the Phase II report. A complete set (9 volumes) has been sent to the Office for Civil Rights Regional Office in Atlanta.

II B-1. Kentucky State University will initiate a student recruitment program to recruit 25 Kentucky high school seniors graduating in the top third of their classes for the full-time liberal studies program for admission in the fall, 1983 semester (to be continued through the life of this Plan, increasing the annual goal by five students during each year thereof).

Kentucky State University has developed and will operate a multi-faceted program to achieve this commitment. A complete description of the program is included as Appendix 38. The program, as developed and described by Kentucky State University, is anticipated to result in the successful recruitment and enrollment of students in numbers adequate to meet the commitment.

II B-2. Consistent with the redefined liberal studies mission component, Kentucky State University will complete a review of existing and required programs and request Council on Higher Education approval for new or changed programs.

II B-7. Kentucky State University will establish a revised liberal studies curriculum. New or reorganized courses appropriate to this curriculum will be phased in, while inappropriate courses will be phased out.

Pursuant to its redefined mission as described in the response to Benchmark II B-3, during the past year, and particularly since the appointment of Raymond Burse as President in October, 1982, Kentucky State University has initiated significant and fundamental changes that are transforming the university into an institution that is unique in the Commonwealth of Kentucky. Central to this transformation is the implementation of a new academic program centered on the liberal studies which assures that KSU as an institution will be academically unique, thereby enhancing its attractiveness to students within and outside the Commonwealth. The key elements of this new academic program are:

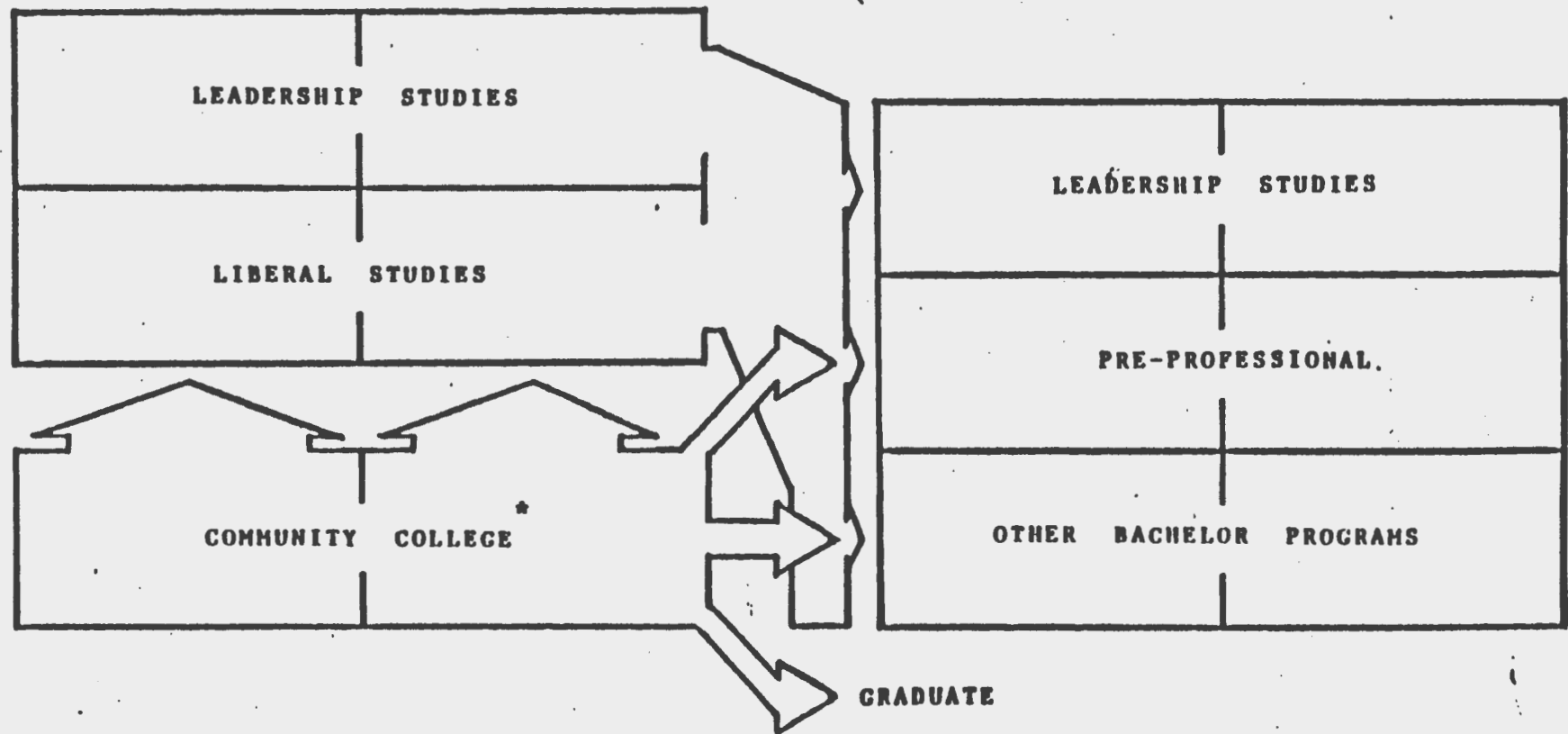
- * a new Liberal Studies curriculum unique to Kentucky public higher education;
- * the establishment of the Whitney M. Young College of Leadership Studies;
- * the establishment of a unique cooperative program with each of the state-supported professional schools for KSU students interested in entering medical, dental or law school;
- * the enhancement of specific academic disciplines, including the upgrading of two high demand programs to degree programs;
- * the achievement of the lowest faculty-student ratio among the Commonwealth's public universities, thereby ensuring the enhancement of the quality of teaching and the capacity for individualized instruction; and
- * the review of all existing academic programs and offerings to eliminate those unnecessary to the university's new mission and to add those supportive of its new mission.

Table I on page 4 of this report depicts the academic program relationships at KSU including the community colleges which will be discussed later. These developments represent key elements of the university's new mission approved by the Council on Higher Education, of the Commonwealth's commitment to ensure the continued elimination of any remnants of segregation in its public university system, and of the commitment of KSU's Board of Regents and newly-appointed President not merely to enhance KSU but to put it in the first rank of Kentucky public institutions. The resignation of KSU's President in March, 1982, the appointment of an acting President in May, 1982, and his appointment as permanent President in October, 1982, have necessarily affected progress toward the development and implementation of KSU's new academic program. After establishing the basic framework of the new program thrust, the Council on Higher Education and the Governor determined that, in accordance with state law, KSU must have primary responsibility for developing and implementing the new academic program. These actions, while

requiring certain adjustments in original target dates, have been determined by the Council and the Governor to be necessary and supportive of the bold and forward-thinking efforts of KSU's new President and Board of Regents.

A major component of the university's new academic program plan is the establishment of a revised Liberal Studies curriculum, with five major components: 1) Learning-Communications skills, 2) Liberal Arts, 3) Sciences, 4) Integrative Studies, and 5) Health and Physical Education Activities. Primary emphasis is placed on the first of these components as the foundation upon which all other learning is built. The fourth component, Integrative

KENTUCKY STATE UNIVERSITY ACADEMIC PROGRAM RELATIONSHIPS



* AFTER TWO YEARS, COMMUNITY COLLEGE STUDENTS COMPLETE ASSOCIATE DEGREES OR TRANSFER TO OTHER COLLEGES OR SCHOOLS WITHIN THE UNIVERSITY.

Studies, is entirely new at KSU and is intended to introduce students to a global view of human developments and achievements in their historical, cultural and scientific contexts. The University Board of Regents, at its meeting of July 29, 1982, approved the implementation of the first phase of the Liberal Studies curriculum for the fall of 1983. The second phase of the Liberal Studies curriculum was conditionally approved by the Board of Regents on January 20, 1983, for implementation in the fall of 1984. At its meeting of March 3, 1983, the Board approved the full implementation of the second phase for the 1983-84 year, one year ahead of schedule as indicated in Appendix 39. Implementation of the full curriculum will complete the transformation of Kentucky State University into a unique, highly focused liberal arts institution. The Liberal Studies curriculum is described in detail in Appendix 40. See also the response to Benchmarks II B-14 and II C-2.

On January 20, 1983, the Board of Regents also approved the creation of the Whitney M. Young College of Leadership Studies, based upon the model of St. John's College, a small, distinguished Maryland institution. Beginning in August 1983, the College of Leadership Studies, enrolling approximately sixty new students each year, will offer two years of virtually pure liberal arts education utilizing the "Great Books" approach coupled with extensive use of the tutorial method, as well as seminars and science laboratories. Students enrolled in this unique, concentrated program will have the option of continuing in the College of Leadership Studies during their junior and senior years or transferring to the University's College of Arts and Sciences to pursue a more specialized degree. The first Dean of the College of Leadership Studies, Dr. Thomas J. Slakey, assumed his duties on January 24, 1983. A copy of the dean's resume is attached as Appendix 41 and a full description of the College of Leadership Studies as adopted by the University Board of Regents is attached as Appendix 42. Copies of three articles that recently appeared in Kentucky newspapers, which give an indication of the public response to the College of Leadership Studies, are attached as Appendix 43.

Another key component of KSU's enhanced academic program is the unique cooperative program entered into with the University of Kentucky, University of Louisville and Northern Kentucky University for KSU students interested in pursuing careers in medicine, dentistry or law. The cooperating institutions have developed with KSU curricula specifically designed for KSU students who wish to enter one of the state's public professional schools in medicine, dentistry or law. A KSU student who is a resident of Kentucky and who completes the specified curriculum with a specified grade point average will be guaranteed admission to one of the state's professional schools in his or her field. (The only limitation is that none of the professional schools is obligated to offer admission under this program to a number of KSU graduates in excess of three percent of its entering class. KSU graduates who are Kentucky residents represent 0.9% of all baccalaureate graduates of Kentucky public institutions.) This program, which is now fully in place, will attract a large number of well-qualified students to KSU, as it is the only program of its type in the state that assures a student admission to the highly competitive professional schools.

Yet another element of KSU's revised academic plan is the achievement of the lowest faculty-student ratio among Kentucky's public universities. As KSU becomes a high quality liberal arts institution, students can be assured of having smaller class sizes, more individual attention and greater access to faculty members than would be possible at any of its sister institutions. With the fulfillment of this commitment, KSU is achieving the goal of becoming a more personal, close-knit academic community, providing the opportunity for a degree of faculty-student interaction and individualized learning that is unique in the Commonwealth.

The achievement of the lowest student-faculty ratio has been ensured by including appropriate components in the Council on Higher Education's funding formula, which was revised during 1982-83. Formula funding was legislatively mandated in 1982 by the Kentucky General Assembly along with a directive to review and revise the formula. The recently completed review and revision took KSU's revised mission into consideration.

The faculty-undergraduate student ratios of Kentucky's public universities for the 1981-82 academic year were:

Eastern Kentucky University	17.3
Kentucky State University	13.0
Morehead State University	18.1
Murray State University	16.8
Northern Kentucky University	20.0
University of Kentucky	16.9
University of Louisville	16.9
Western Kentucky University	17.3
Community College System	21.1

The Commonwealth is committed to assuring Kentucky State University at least a 25% advantage in undergraduate faculty-student ratio below the next lowest faculty-student ratio among the public universities in the Commonwealth through the use of equations in the funding formula designed to produce this result.

In addition, the higher education representatives that completed the formula review, the Conference of Presidents and the Formula Study Steering Committee, which is composed of the chief executive officers of the public universities, the Executive Director of the Council on Higher Education

and the Secretary of Finance and Administration, approved the following language on February 17, 1983. This language is now a part of the document; The Final Report of the Formula Steering Committee.

In order to comply with the Desegregation Plan commitment that Kentucky State University should maintain the lowest undergraduate student/faculty ratio, and to recognize the liberal arts mission of Kentucky State University, Kentucky State University's undergraduate rates per student credit hour are the same as the upper division rates, with the exception of the education, library science, vocational training, and business instruction areas. This will provide additional support for Kentucky State University to meet the Desegregation Plan commitment and to fulfill its mission as a liberal arts institution.

The Council on Higher Education adopted this policy on April 14, 1983.

This policy keys the entire undergraduate faculty-student ratio at KSU to the upper division faculty-student ratios at the other public universities, which are lower than those institutions' lower division faculty-student ratios, thus further assuring that KSU's undergraduate ratio will be at least 25% below that of the other institutions.

KSU is presently working toward the implementation of two new academic programs in the fields of transportation management and microcomputers. The transportation management program is being developed with a strong support of the Kentucky Department of Transportation. KSU will examine the parameters of need for the program so as to assure a curriculum design most appropriate to the needs and priorities of the Commonwealth. The draft program proposal which houses this new program within KSU's School of Business is attached as Appendix 44. Funding for the program is being sought from the U. S. Department of Transportation.

KSU is also in the process of evaluating the establishment of the new degree program in microcomputers. The University presently has 25 microcomputers that are used on campus and off campus in programming and microcomputer courses. Enrollment in these classes has steadily increased reaching 250 students in the current year, more than ten percent of current headcount enrollment. KSU intends to expand course offerings in microcomputers for the 1983-84 academic year and is considering the establishment of an appropriate degree program in microcomputers for which a preliminary program design is attached as Appendix 45.

Should KSU elect to proceed with either or both of these new programs, it will submit the Council program approval requests by December 31, 1983 for implementation in the 1984-85 academic year. Enrollments during the first year are projected at 20 students for the microcomputer program and 10 students for the transportation management program. Both of these programs would be unique to Kentucky State University among the Commonwealth's public universities. Both would fit within the priority mission areas established for

the university, and under the Council's program duplication standards. Both would be protected from competition from the other public universities in the Commonwealth. The Council will afford these requests expedited treatment and assuming the requests are complete including all required supporting documentation, the Executive Director of the Council will recommend that the Council approve the requests. If KSU elects not to request program approval for either or both of these proposed new programs, other new high demand programs with at least comparable enrollment will be identified by the university which will request Council approval for their implementation in the 1984-85 academic year. KSU and the Council will cooperate in identifying funds to initiate these programs and the Council will expedite their approval.

Although the university has not identified any other new programs for consideration, it has indicated a special commitment to strengthening its existing Business and Computer Sciences programs. These steps are more fully discussed in the response related to Benchmark II B-14.

To ensure that Kentucky State University offers programs that are in demand, are consistent with the restated mission of the institution, are provided with a suitable level of quality as befits the new context of KSU, and do not cause a dilution of the quality of other higher priority programs and offerings, KSU conducted in the spring of 1982 a thorough review of all of the university's academic disciplines. (The review of programs was actually commenced in the Fall of 1980, but uncertainty over the future of the institution during the pendency of review by the Office for Civil Rights and the development of the Plan prevented its completion at that time.) Faculty committees were established to review all of the courses and offerings of the university and to submit their findings to the university's Academic Council, the faculty governing body. The criteria for the review of existing programs and offerings were based on the historic demand levels: programs which had enrolled ten or fewer students as majors during the 1981-1982 academic year or graduated

five or fewer students in the last three years were to be considered low demand and subject to suspension to allow for a more efficient marshalling of effort and resources. This comprehensive program review established that rather than being too narrow or limited, KSU offered an over-abundance of programs with poorly defined missions and low enrollments which served to diffuse the academic focus and integrity of the institution. As a result of the program review, the faculty recommended to the KSU administration the temporary suspension of eleven programs. On May 25, 1982, KSU notified the Council on Higher Education that the following academic programs would be temporarily suspended. (Program suspension is entirely at the discretion of the institution and, except for the requirement of notification, does not require any Council action.)

- French
- Spanish
- Applied Commercial Music
- B. A. in Music
- Commercial Music (Arrangements, Composition)
- Commercial Music (Associate Degree)
- Fire Service Technology
- Chemistry Education
- Office Administration (One-Year Certificate Program)
- Food Service Management (Associate Degree)
- B. S. in Music

The temporary suspension of a degree program means that the university has elected not to award degrees in that program. However, KSU has informed the Council that it will continue to deliver instruction in the program areas where such instruction is germane to the restated mission of the university. Thus, KSU will continue to provide all necessary instruction in French, Spanish, Chemistry, Music and Office Administration. Further, although the institution has elected to suspend its B.A. and B.S. degrees in Music, its nationally-known Bachelor of Music program will remain intact and the university will continue to be accredited by the prestigious National Association of Schools of Music. Temporarily suspended programs may be reactivated at any time at the discretion of the institution without any action of the Council on Higher Education.

In the summer of 1982, the administration requested the university's Academic Council to consider whether existing programs in Criminal Justice, Industrial Arts, Education and Home Economics were compatible with the revised mission of the university then under consideration by the KSU administration for submission to the Council on Higher Education. The university's Academic Council responded to the administration's request with the recommendation that each of these programs be retained, since each relates to the revised mission of the university. The recommendations of the Academic Council are presently under consideration by the KSU Administration and proposed courses of action are as follows:

1. CRIMINAL JUSTICE

Expansion of the Social Work program to include an emphasis on "Corrections" as a course of study, and consolidation of the existing Criminal Justice program into the Social Work curriculum. The consolidation of the two now-separate programs will allow for the enhancement of the overall quality of the Social Work program while providing better support to an area of considerable concern to state government.

2. INDUSTRIAL ARTS

Elimination of the B. A. degree in Industrial Arts and establishment of a comparable associate degree program. Students who pursue the associate degree will have the option of continuing their studies in the School of Business leading to a B. A. in Industrial Management, deemed a more marketable degree. (The B. A. in Industrial Arts has had a very low enrollment and is considered an anachronism in comparison to the more recently developed Industrial Management degree.)

3. EDUCATION

A redefinition and reassessment of the central thrust of this program to better meet the needs of the university and the students. The redefinition and critical study are currently taking place, as the university prepares for recertification of its teacher education program by the National Council for the Accreditation of Teacher Education (NCATE). The KSU Administration considers this program among the central offerings of the institution.

4. HOME ECONOMICS

A revision of the four existing degree specialties into three specialties, to make better use of faculty in relation to the university's research activities in this area. The university is continuing to review the continuation or modification of this program.