

Minutes of the Special Board of Regents Meeting – Planning Retreat and Work Session
Murray State University
Thursday, August 25, 2011
Lake Barkley State Resort Park – Sunrise Room
Cadiz, Kentucky

The Board of Regents (BOR) of Murray State University (MSU) met on Thursday, August 25, 2011, in Special Session in the Sunrise Room at Lake Barkley State Resort Park located at 3500 State Park Road, Cadiz, Kentucky, for the Planning Retreat and Work Session.

Roll Call

Chair Constantine Curris called the meeting to order at 8:35 a.m. and reported all members were present. Others present were Randy J. Dunn, President; Jill Hunt, Senior Executive Coordinator for the President, Coordinator for Board Relations and Secretary to the Board of Regents; Tom Denton, Vice President for Finance and Administrative Services and Treasurer to the Board of Regents; Bonnie Higginson, Provost and Vice President for Academic Affairs; Jim Carter, Vice President for Institutional Advancement; Allen Ward, Athletic Director and Joshua Jacobs, Chief of Staff.

Chair Curris reminded the Board they have been provided with the Association of Governing Board's *Statement of Conflict of Interest* (adopted at the last Quarterly Meeting) which should be signed and returned to Ms. Hunt.

AGENDA
SPECIAL MEETING OF THE BOARD OF REGENTS
BOARD OF REGENTS PLANNING RETREAT AND WORK SESSION

- | | |
|--|-------------------|
| 1. <u>Roll Call</u> | Dr. Curris |
| 2. <u>Planning Discussion for Four-Year Evaluation Review</u> | Dr. Curris |
| 3. <u>Improvement Planning Goals and Strategic Directions</u> | Dr. Dunn |
| 4. <u>Chair's Planning Issues</u> | Dr. Curris |
| 5. <u>President's Planning Issues</u> | Dr. Dunn |
| 6. <u>Regents' Planning Issues</u> | Dr. Curris |
| 7. <u>Other BOR Operational or Meeting Management Issues</u> | Dr. Dunn |
| 8. <u>Final Thoughts and Adjournment</u> | Dr. Curris |

Improvement Planning Goals and Strategic Directions, discussed

Dr. Dunn reported planning at the University takes place across a number of dimensions and an updated layout of how that work occurs was provided in the BOR packet. A majority of Regents have reviewed this document before but vice presidential strategic plans have now been added. These strategic plans will be presented in terms of addressing the *Strategic Directions* the Board approved. If the Board wishes to pursue another direction this is certainly an option but it is important for the Regents to have a broader view of planning at the University and what that entails in terms of the work undertaken.

Athletic Director

Mr. Ward reported the Athletic Department has a number of goals each year which are discussed with staff and coaches. Two which correlate to the *Strategic Directions* include providing additional media exposure for Murray State University through competitive sports teams by embracing and utilizing the latest web-streaming technology and positioning the University to be in full compliance with Title IX (gender equity).

The University competes at the mid-major level in athletics and continues to struggle for media exposure. MSU's contract with ESPN and others which are negotiated through the conference have decreased in terms of the number of national exposures each year. If the Ohio Valley Conference (OVC) chooses not to proceed in this direction the University can utilize enhancing the amount of exposure it receives through new web-streaming technology. The conference is currently studying whether the University will be required to utilize some of the funding obtained from the most recent National Collegiate Athletic Association (NCAA) Tournament to invest in equipment so all productions can be HD quality and be utilized in the ESPN3 platform which would exponentially increase the number of exposures the University receives. Current students and recent graduates are accustomed to receiving a game on their phone or television via laptop. The Board was encouraged to review the Verizon League website (with over 100,000 subscribers) because they have led the way in terms of the web server utilized. One other institution in MSU's league – Southern Illinois University-Edwardsville – has invested significant financial resources in this area and if the conference chooses not to proceed in this fashion Murray State will still make the choice to move in this direction because it is how the University will continue to gain media exposure. MSU will continue to receive national exposure on ESPN due to the quality of its basketball program. Determining how this issue should be addressed from the perspective of a mid-major conference is currently front-and-center for the OVC. Athletic friends and donors have made it apparent not just students are utilizing various means to access sporting events. It is unlikely CBS Sports will start carrying more OVC basketball and approaches such as this will need to be undertaken to keep the University at the level of exposure it wants and deserves.

An inquiry was made whether discussion has occurred in terms of the University remaining in the OVC because there is some belief the OVC has deteriorated over the years. MSU basketball represents a strong point in the conference and the fact Murray State leads in attendance every year is indicative of a high caliber program. When expanding exposure for the program and the University is being discussed in terms of improving marketing and projecting the institution, whether continued affiliation with the OVC is an asset should be considered. It must be taken into consideration whether there are other conferences MSU could affiliate with which could give the institution a significant advantage over where it currently stands. When founded the OVC included primarily Kentucky and Tennessee institutions. Since that time several institutions have left the conference and OVC membership now represents a new entity with institutions more regional than MSU and generally smaller in size than other institutions the University has previously been affiliated with.

It was reported that other conferences consider a number of circumstances before deciding to expand and Murray State would first need to receive an invitation to join another conference. The institution is strong in basketball – and has won the OVC Commissioner's Cup – but this does not mean the institution is strong in all sports which could be viewed negatively if potential conferences are looking beyond basketball. Many institutions mentioned earlier have moved into the Sunbelt Conference where they play larger football programs. The biggest difference between MSU and these schools is they have a budget \$6 to \$7 million more than Murray State. They are paying basketball coaches three times what MSU currently pays its Men's Basketball Coach and are paying the Women's Basketball Coach twice what MSU currently pays its coach – and MSU is at the top of the OVC. It must be understood there is a significant gap between the OVC and MSU being at the top of that conference. It is beneficial to be at the top in the Ohio Valley Conference and MSU's ticket to national exposure and the NCAA Championship is through winning the current conference championship. MSU has the opportunity – through the OVC – for national exposure because the institution is positioned well with staff, coaching salaries and recruiting. Conversations have occurred in terms of future expansion of the OVC but generally there is agreement the OVC should not expand any further at this point. Discussion also occurred regarding whether MSU should continue to play Division I-AA football due to the associated expense and it was indicated if the University moved to a non-scholarship league – and those institutions that have done so pay around \$800,000 to compete at this level – it would have no opportunity to play schools such as the University of Louisville which enabled the MSU program to earn \$400,000 to \$500,000. The NCAA mandates that 90 percent of scholarships must be provided at the I-AA level for larger schools to play an institution Murray State's size. In order for MSU to play Louisville, Missouri and the University of Kentucky in football it must meet certain criteria. There is real benefit to having a football program which requires one to see outside the box but it is important to maintain balance. The program generates a great deal of revenue for the institution. A study conducted of all student athletes

revealed individuals on partial scholarships who are attending MSU because they are involved in athletics generate over \$3.5 million. Football also ties to events which happen on campus during the fall semester including Homecoming and the crowds that annual event draws. When one considers what MSU is currently spending on football scholarships and what Morehead is spending on non-scholarship football, the lack of support they have and their inability to play the big money game, very little would be saved. An additional benefit to playing the “big games” is potential athletes see MSU play which results in quality transfers. Football drives everything in college sports, even at the Division I-AA level. If MSU is to maintain a football program it must be determined at what point the University plans to elevate that program to attract players that could help the University further develop a winning program. Assurance was provided that MSU football is competitive at the current level, appropriate coaches and staff are in place and recruitment is carried out properly. Four coaches in the league have expressed the belief that MSU has a chance to win a season championship. Coach Chris Hatcher is one of the most winning coaches in the nation and wants to be successful in the play-offs. If this is accomplished the Board will see a payoff in terms of exposure for the University and all must be aware football is the one sport which could earn an OVC national championship.

The initial question was whether Murray State would fare better in a conference other than the OVC given the objectives for the institution as a whole and the idea that MSU should explore preferable conferences was presented. Mr. Ward indicated such a decision would ultimately depend on the financial commitment the Board is willing to make to athletic programs to make such a move and remain competitive. This would require an influx of new dollars which will ultimately affect other individuals on campus. The Board was also cautioned to not lose sight of the fact that with its athletic programs the University has a good thing going, especially with basketball where the University has an opportunity to hang a banner at the end of the year and participate in the NCAA Tournament. Assurance was provided that the Athletic Director and President always consider opportunities which are in the best interest of Murray State University but there is nothing on the horizon to suggest there is a benefit or opportunity to make this change, primarily for the reasons previously discussed. If the Board wants the administration to research the issue further, such a directive should be issued.

Mr. Ward further reported Title IX is important to the institution and each year progress is made but that process is slow. Next year a consultant will review MSU progress toward Title IX compliance and it will be important to see where the University stands. The University must also move the Women’s Softball Complex to campus, representing another key initiative which must be addressed. Dr. Dunn confirmed Title IX is an area being monitored closely and conversations have occurred in anticipation of the review next year and equity issues still need to be addressed. Appreciation was expressed to Mr. Ward for bringing MSU closer to compliance with Title IX.

In response to an inquiry regarding the extent to which athletics works with academics to ensure student athletes graduate, Mr. Ward indicated the University has one of the best academic counselors in the country – Matt Kelly – who is also Senior Associate Athletic Director. Mr. Kelly tracks student athlete progress through implementing new programs and monitoring APR scores, retention and eligibility. Student athlete graduation rates this year outpaced the entire student body. During a student athlete’s four years on campus the Athletic Director expects them to leave with a degree in one hand and a championship ring on the other. Over seven consecutive semesters the cumulative athlete grade point average has been over 3.0 for all student athletes and assurance was provided this is achieved by the partnership established between athletics and academics.

Vice President for Finance and Administrative Services

Mr. Denton reported a determination is being made of how the residence halls can be renovated in the fastest manner possible while allowing students to afford increased housing costs. The University is currently renovating one or two residence halls per biennium and increasing student housing fees as this work progresses. If a change is not made each biennium one high rise, possibly two, will be renovated. In order to proceed on a faster renovation track the financial impact on students and where they would be housed as this work occurs must be determined. All must reach agreement on how to proceed in terms of a long-range plan for the residence halls. The Board recently approved a refunding of old housing and dining bonds which allowed the University to free itself from an antique bond indenture which had several requirements,

including restricting the institution's interaction with potential privatized housing due to the inclusion of a non-compete clause. When talking with third parties the University was required to work around issues associated with the old bond indenture which made it difficult to consider this as a feasible option.

Several years ago the University adopted the residential college concept which has been embraced but a question was raised whether the administration is comfortable with the concept and endorses continuation of the residential colleges. Mr. Denton believes Don Robertson, Vice President for Student Affairs, would indicate he is comfortable with the concept and would support its continuance. A third-party model would contrast with some facility issues in terms of the University being required to provide for the residential college concept. Dr. Dunn reported a developer approached the University approximately two years ago to consider the potential of constructing a privately-owned dormitory on an off-campus site. This idea received a great deal of exploration but one of the main issues in thinking through the possibility was how the University would maintain a privately-owned dormitory as a residential college. Discussion has also occurred with predecessor Boards in terms of difficulties associated with third-party agreements for replacement of College Courts apartments where the financials simply would not work for such an arrangement. The administration favors continuing the residential college concept because it is already in place, is part of the University's legacy and has shown benefit. The entire concept does not need to be discounted due to issues associated with renovating current facilities. The benefits of maintaining this system far outweigh the detriments.

The University has a viable residential college program benefitting a large number of students but Dr. Dunn indicated the issue involves more nuance than what has been stated. One reason the University has uptake and support of the residential college concept is because people are paid to be involved. Individuals who participate in move-in are provided – through a point system – with compensation for their involvement in such activities. This is not a one-time payment but is added into the base salary for faculty and staff, is cumulative over time and the maximum amount which can be earned has been capped at \$500 over the past year and Residential College Heads are also paid a stipend. The entire concept puts the University in a bit of a box in terms of development work but on a whole the scales tip toward maintaining the residential college concept. If these larger discussions about the direction of the University are to be undertaken, a number of elements need to be considered, including the cost/benefit ratio which exists. The money currently being used for residential college support could be used to offset the cost of housing debt and that could assist in bringing students to campus if the University can move along more quickly on renovating current facilities.

Dr. Dunn is unsure the residential college system sells the University to a large number of students but once they are on campus it does assist in helping retain those students and parents favor the concept. When students consider housing they are looking for amenities and are not persuaded by the fact they will become a member of a residential college. Dr. Higginson reported during recruitment it is difficult for students to understand the residential college concept and how it differs from living in a dormitory. Students understand the concept once they are on campus and start living in the residential college and it does make a difference to them to be directly involved with faculty members. When the program was first initiated a number of hurdles had to be overcome, especially with faculty who did not see the residential colleges as a viable service option. Providing compensation helps in this work and once faculty begin to get involved with a particular residential college they become less enticed by the stipend and develop a genuine desire to participate in the initiative.

Comments included:

- The residential college system provides an incentive for students who might not otherwise connect with the University.
- Fully support the program but one aspect which goes unnoticed is the academic colleges contribute significantly to the cost of the residential college program and because Residential College Heads are half-time in the college and half-time in the residential college the college receives a fairly small budget to hire adjuncts to cover that faculty member's regular duties.
- The residential colleges represent a concierge service and should be highlighted more in the University's recruitment materials in terms of it being a benefit students may not receive at another institution. Assurance was provided that the residential colleges are highlighted in the recruitment process but carries limited weight with an 18-year-old.
- Mr. Denton reported the University remains near the bottom in terms of tuition in comparison to other regional universities. Dr. Dunn indicated MSU added a great deal of dormitory space during the baby

boom era and those buildings are now showing their age. Although facility maintenance has been ongoing it has not represented the type of investment necessary to keep the buildings as up-to-date as possible. This has resulted in the University having almost all of its housing facilities requiring work at the same time. In trying to keep this work within the auxiliary budget, a tremendous amount of debt service is being added to housing fees.

- Murray State is in the lower percentile relative to tuition costs but is encumbered by the CPE in terms of its ability to change that because tuition increases have been capped. The total cost of attendance must be considered because this is what the University attempts to sell and the institution must be competitive. Fees must be considered in terms of representing revenue opportunities to keep from putting the University further in debt. If more than one residential college renovation occurs at any one given time an arrangement other than the one currently being utilized must be considered.
- The option of third-party development should be reviewed again now that the bond indenture has been changed. During the period the institution could not do anything about the bond indenture and could not contract with a third-party, the housing market in Murray improved substantially and pricing the University would have to place on its facilities to cover the debt service would not allow MSU to be competitive with the local market.
- An option beyond raising rates to increase revenue would be to have more students living in the residence halls but it was reported residential college capacity is at 100 percent with more beds available this year over last year.
- Students today are attracted to apartments and communal living where they have a private room and bath but common living areas. Before the University moves in the direction of accelerating the renovation of high rise residence halls consideration should be given to whether students will be attracted to these facilities and the type of living space which will attract students to campus must be determined to meet future needs. This work must occur before a final decision is made that renovation of the residential colleges is the best way to proceed. Dr. Dunn reported the University will be required to address the high rise residential colleges but the feasibility of razing and rebuilding the low-rise residential colleges should be addressed. The Campus Master Plan will come before the Board for review within one year and this housing discussion needs to occur, along with other issues such as the physical footprint of campus. The assets of the high-rises are such that the administration feels those facilities warrant reinvestment.
- The Board may need to consider the type of residence facilities needed at the institution before making additional commitments beyond Elizabeth Residential College. Some believe conditions in the current facilities are appalling and it is obvious the buildings have not been adequately maintained. If someone has no connection to the University from the start the condition of the residence halls represents a significant issue. Parents are paying \$4,000 per year for their children to live in these facilities and what the University has been doing with that money over the past 20 to 30 years was questioned because it does not appear to have been reinvested into facilities. Mr. Denton indicated larger expenses include current bonds for the residence halls and although the facilities are older the University has had these debt service payments for many years. The old bonds have been paid down or paid off but now the University is funding major repairs. It is a constant battle to maintain these older buildings and although a significant investment has been made to address the condition of these facilities it never seems to be enough and cost associated with doing so are charged to auxiliaries in housing.
- Consensus was reached that this issue needs to be reviewed from the standpoint of determining the balance point for what the customer wants, current inventory and the administration's judgment on the condition of current facilities and how rapidly action needs to be taken in terms of scheduled renovation. This work should include a review of where the University stands in comparison to other institutions.
- MSU requires freshmen and sophomores to live on campus and if a student accepts a regional tuition discount they are also required to live on campus through their junior year. Other options should perhaps be considered but the University is currently locked into this revenue and cost structure and cannot afford to lose revenue with empty residential college buildings.
- Many students choose to live off campus and it was estimated they pay \$4,300 for 12 months which is less than what the University charges for housing.

The Board requested this issue be scheduled for discussion at a subsequent meeting. Agreement was reached that renovation work in Elizabeth Residential College should move forward but until the Board provides a clear indication of the direction the University is headed with regard to housing additional renovation should not move forward.

Mr. Denton indicated another goal within Finance and Administrative Services is determining the appropriate level of general fund reserves – unrestricted net assets – at the University. When comparing the institution's financial ratio of unrestricted net assets to other Kentucky public universities, the institution was in the middle of the pack about ten years ago but is currently at the top in terms of the level of reserves. Maintaining sufficient reserves will provide increased flexibility and, as an example, \$8 million was set aside from reserves to fund implementation of

the ERP system. In order to effectuate the sick leave buyback program, a liability must be set up for future payments and that will be accomplished utilizing University reserves (anticipated to be approximately \$5 million). Dr. Dunn indicated the administration will not have to identify \$5 million to create this fund but the auditors have indicated it should be reported as a liability which represents a Generally Accepted Auditing Procedure (GAAP). It may be necessary to discuss whether there is room to adjust the reserve fund which must be identified to cover this liability. Any auditor would indicate to the University when it takes on such obligations it must set up a fund to cover those obligations although the required amount may vary. Mr. Denton will review existing reserve accounts and set aside what would be applied toward fulfilling this liability. Agreement was reached that it is challenging to determine whether \$5 million represents the appropriate dollar amount to cover the liability. The administration should be allowed to maintain flexibility to use reserves for other purposes. Consensus was reached that, at the direction of the Board, University administrators would discuss with the auditors whether there is flexibility with regard to putting \$5 million in a reserve fund to cover obligations associated with the sick leave buyback program.

Dr. Dunn indicated the Board may need to consider utilizing available reserve funds to allow the University to accomplish necessary projects. There must also be discussion on where the University should be with regard to the appropriate level of reserves. The University was at the top in comparison to other universities in terms of the level of reserve funds due to the good management practices of Mr. Denton and staff. Discussion occurred with the Board and at that time consensus was reached for Murray State to remain in the middle but perhaps this issue should be revisited to determine the appropriate target level for reserves.

A request was made for the administration to provide information – based on the University’s benchmark colleges – which demonstrates where those schools stand in terms of budgets and reserves. This represents a fundamental issue which should be referred to the Audit and Compliance Committee.

Vice President for Institutional Advancement

Mr. Carter reported a significant reorganization has been undertaken in the communications area with the goal of moving toward an advertising agency/creative boutique approach to university-wide marketing initiatives and special projects. University Communications now has four operational areas, including Print and Publications, Social Media, Web Management and Digital Media. The University has undertaken a significant branding and image process to identify Murray State as the “university of choice.” The MSU website is almost two years old and is being reviewed to determine changes which need to be made. The “MSU Today” news site has been launched and will serve as a depository for University news and events. This site will also serve as a resource for media to learn “all things Murray” which represents a new best practice being utilized by a number of universities.

Another challenge to the institutional advancement area has been increasing Murray State’s social media presence. The University has received national attention in this area over the past two years in terms of work which has taken place with Facebook. Importance must be placed on keeping in touch with youth and as part of that effort MSU released the Racer Mobile app and iTunes U site to serve as a resource for future and current students, faculty, staff and alumni through WKMS, Roundabout U and having the ability to immediately access current information. The Roundabout U television show has also received state-wide awards. The Digital Media Services area has been expanded to take advantage of the University’s relationship with Kentucky Educational Television (KET). KET will broadcast the MSU Festival of Champions, “Holidays at Murray” and selected Lovett Live series performances.

Mr. Carter further reported a goal for Institutional Advancement is to improve services and connections with alumni to be more proactive and deliberate in the recruitment of MSU legacy students. Through efforts over the past several years it is now known when a student applies to MSU whether members of their family are alumni of the institution. Specific “Racer Round Up” events are planned and will be held in target areas as a legacy-specific event which relies heavily on the presence of alumni. It is sometimes difficult to convince students to give the institution a chance because their family attended college at MSU but it is also hoped that alumni will help with this work. An attempt will be made to build honor around being a Murray State legacy, including the pride associated with being an alumnus of this institution. A full-time staff

member is now in place to focus on legacy recruitment. A student group will be formed to help the University with recruitment and will model the Student Ambassador program. The administration was asked to track this work to determine the benefit of the effort not just for legacy students but for Commonwealth Honors Academy attendees and recruitment efforts in the high schools.

The Board adjourned for lunch at 12:15 p.m. Chair Curris called the Special Session of the MSU Board of Regents Planning Retreat and Work Session back to order at 1:25 p.m. and reported all members were present.

Provost and Vice President for Academic Affairs

Dr. Higginson reported one of the most important initiatives within Academic Affairs is expanding and growing the College of Health Sciences and Human Services (HSHS). The College has a new Dean – Susan Muller – who came on board in June from Salisbury University in Maryland. The College of HSHS has been in existence for eleven years and there are programs and faculty in place but there is also potential for growth and excellence. Dr. Muller has the depth and experience to help the college grow because to this point the units have not worked together to become a college with one mission. It is time to pull together faculty from the different programs to help them learn to work together collectively. One academic area being considered is degrees related to health care information technology or management. If the University moves in this direction a program model similar to Telecommunications Systems Management (representing collaboration between the College of Science, Engineering and Technology – SET – and the College of Business) will likely be pursued. Health information management programs would involve collaboration between the Department of Industrial and Engineering Technology and Health Sciences and Human Services. Some programs in HSHS have suffered for a number of years and do not have the number of majors they once did. A review is taking place to determine why this situation exists and whether it would be possible to revive such a program, taking into consideration the curriculum and moving it into the 21st Century, or determining whether the program is no longer an option for potential students. Some programs may need to be discontinued in order to start new ones. Confirmation was provided this work will take place internally. The CPE is strengthening requirements for new program proposals and a key part of this work is reviewing need, demand and expense associated with programs.

Dr. Dunn indicated one of the challenges for the College of HSHS is that it serves as a “catch all” for disparate fields – ranging from Occupational Safety and Health to Nutrition and Dietetics to Social Work to Criminology. It will be a challenge to look at the commonalities which will continue to bind the college together but all agree tremendous opportunities exist in the allied health fields. In reviewing applied science and arts programs at different schools around the country there is a niche to be served. The new Dean will determine how the college binds together with extant programs and identify new areas which are popular, highly subscribed and designed to serve workforce needs, particularly in the allied health fields.

An inquiry was made whether the University has a process in place to link program planning to regional economic development and what is needed to push that economic development agenda in the University’s service region. Dr. Higginson provided assurance that such a process is in place and cited as an example a program being developed for the Paducah campus – river transportation – and delivering that program as an emphasis area as a part of the Business Administration program. This potential has resulted from discussions with economic development leaders throughout the region. Dr. Dunn reported a four-point approach is taken with regard to new program consideration and sometimes the University is more sophisticated in addressing those points than others. It must first be known if the program fits with the overall mission of the University and a determination of whether labor or workforce needs exist that the University would be responding to must be made. In addition, determining whether there will be student subscription to the proposed area of study and if resources exist at the University to start such a program are also of significant importance to ensure excellence.

Dr. Higginson reported another goal for Academic Affairs is to improve academic advising across campus. Most individuals view academic advising as a faculty member talking to students regarding which courses to take to complete a degree but this is only one small part of the process. Advising really refers to mentoring students and ensuring they are taking the correct

courses but are also on the right path to completing a degree and they are exposed to academic opportunities which exist in undergraduate instruction, such as Study Abroad or any number of activities within individual colleges or departments. Academic advising is much broader than reviewing a curriculum guide sheet and telling students which course to take. Advising is also a key factor in retaining students. If students are self-advising this can be problematic because they could take the wrong courses and become discouraged by having done so which could lead them to simply drop out of college. Having well-trained faculty or professional staff as advisors is equally important to ensure students are not guided inaccurately.

It is also believed in terms of academic advising that there should be collaboration between Student Affairs and Academic Affairs in terms of considering the whole student. It is known the University administration cannot mandate a “one size fits all” model to address academic advising. Departments are different and the number of majors offered varies significantly. Colleges and academic departments must examine what is currently in place in terms of advising to determine what is working and what is not and this process is now in place. The fact that faculty are not rewarded for being good advisors, nor are they punished for being bad advisors, has presented a struggle over the years. Virtually all faculty members advise students but there are a few exceptions, including new faculty members not immediately being assigned advisees. In the Department of History which has a lower number of majors, the department identified two faculty members who are excellent advisors and enjoy this work. These two individuals advise all history majors and faculty members who do not advise are assigned other duties and responsibilities – such as committee assignments – in place of advising. This arrangement would not be feasible for the College of Education due to a significantly larger number of majors. Faculty academic advising loads vary from two to three students to over 100 students. Through the myGate system students are unable to register for classes until they have contacted their advisor for a code. Many students are successful without spending a great deal of time with an advisor but many make bad decisions which results in a detrimental grade point average (GPA). An attempt is being made to identify those students before their GPA gets to this point so they are able to withdraw from school without the poor GPA appearing on their record or consider a different plan for successful degree completion.

Dr. Higginson reported the concept of an “Advising Kiosk” has resulted from work undertaken by the *President’s Commission on Retention* and would be centrally located on campus and manned by individuals who can provide accurate answers not necessarily for advising but to direct a student to the right person quickly. There tends to be some misinformation concerning course and graduation requirements and it is desirable to have one location where students can consistently receive correct information. In terms of online advising Dr. Higginson indicated the University is not yet where it needs to be.

Dr. Higginson would also like to reach the point where more data on academic advising can be provided. The College of Education has undertaken this work and has developed a system where students provide feedback concerning the effectiveness of the advising experience. Advising is included in tenure and promotion guidelines but is not currently measured, resulting in a less valid requirement.

A third goal for Academic Affairs is to assist public schools within Murray State’s service region in their implementation of the educational mandates of Senate Bill 1 (SB1) which specifically seeks educational reform through the adoption and implementation of rigorous Common Core Standards for English/Language Arts and Mathematics. The goal of SB1 is to ensure high school graduates are properly prepared for postsecondary education and a great deal of that work is included in the Teacher Education Program and developmental or remedial education. The CPE requested proposals last November to begin to undertake this work. Murray State’s proposal was deemed to be the best among those submitted by institutions in the state. This work began at MSU sooner than on any other campus – under the direction of Associate Provost for Undergraduate Education Renae Duncan – and information sessions have been held with over one-third of the faculty participating. Over the summer the University began bringing to campus K-12 educators, typically those in math and English language arts, and their counterparts in higher education. This does not occur often because K-12 and higher education personnel generally do not work together but the workshops offered were very successful which means the University is in the process of aligning the curriculum to ensure students entering higher education in Kentucky are better prepared than ever before. The need for remedial education should be significantly reduced as a result, although it will not totally be eliminated.

A statement was made with regard to math education being an area nationwide where most schools fall short. Approximately 35 percent of math instruction from middle school on has been provided by teachers in the K-12 system that neither majored nor minored in mathematics. In physics and chemistry this percentage is over 50 percent. Whether Murray State can strengthen the teaching of mathematics in middle and high school – drawing a distinction between having common standards and a seamless educational system and the individuals actually providing instruction – was considered. Dr. Higginson indicated the MSU middle school education program requires those with an interest in mathematics to obtain approximately 35 hours of instruction (more than a minor but less than a major) and one cannot teach math until they have completed this emphasis (unless emergency certification comes into play). One area the University should pursue is a grant opportunity which will bring the College of Education and the Department of Mathematics together to recruit and train mathematics teachers. Schools that have undertaken similar initiatives have experienced success in providing strong mathematics students with an incentive to become teachers and right now the incentive is not there. It was further suggested a grant which helps current math teachers pursue continuing education opportunities should be considered to help these individuals learn how to teach in an engaging way which will allow students to learn. A National Science Foundation program which was previously offered – Integrated Science and Math Education Project (ISMEP) included concepts and strategies to integrate teaching with course content which was helpful to students but once funding for a program such as ISMEP runs out it becomes expensive for the University to maintain. The administration was encouraged to pursue other programming options similar to the ISMEP. Dr. Higginson agreed there is concern not only at the middle school level but also at the primary level.

A suggestion was made that Murray State needs to “think big” in regard to this issue because the Board set the *Strategic Directions* to have an impact on educational reform in K-12 perhaps through a summer institute for elementary teachers to strengthen their mathematical skills. Discussion should occur with the school districts to determine if they are willing to spend money to provide instruction to improve the quality of teachers or to pursue grant opportunities for the same purpose. A question was also asked about Title I money that schools receive and whether this could be used for faculty development in the schools. It was indicated these monies would only be able to be used for students who qualify for such services and these individuals are normally on the lower socioeconomic scale. The Teacher Quality Institute (TQI) at MSU has the capacity to provide \$350,000 to \$400,000 per year and is listed as a line item in the budget with ongoing support. TQI offers a variety of institutes during the summer for teachers and it may be the emphasis or focus for the Institute should be teacher improvement but this vehicle could also be used to accomplish other work. Dr. Higginson would like to see MSU’s outstanding mathematics faculty spending time in the middle and high schools rather than bringing the teachers to campus to participate in an institute or workshop. Literature suggests conducting an in-service in a school for one day usually does not carry a significant impact. MSU has successful models in place in terms of reading and writing – the Purchase Area Writing Project and the Kentucky Reading Project – which represent very powerful professional development opportunities for teachers. With funding, a similar initiative could be pursued to address needs in the field of mathematics.

Agreement was expressed in terms of grant writing being an important part of this process and if a proposal is successful that can provide substantial funding to start or continue these types of programs. Dr. Dunn reported that under the partnership imperative the University is considering developing a “package” of such K-12 initiatives and discussions have occurred in terms of the Four Rivers Scholarship Program which has been active in the river counties. There is also need for better ACT preparation and there is certainly work the University can undertake in this area. As this work progresses it was agreed that the regional community colleges the University is already working with must also be part of the process because they represent a central, regional location for the institution to offer such summer institutes.

It was suggested as consideration is given to Paducah there is capacity to build undergraduate enrollment as well as graduate enrollment in conjunction with programs such as Youth and Nonprofit Leadership (now available at the master’s level), Organizational Communication and Human Development and Learning that will assist individuals in these particular areas.

It was indicated there is a sense from morning discussions that MSU should identify additional marquee programs to attract students from beyond the immediate region. The observation was made that the Telecommunications Systems Management program is one of the few marquee programs which have been developed over the last couple of decades. In order to strengthen the University programs which might not be found anywhere else in the Commonwealth or the surrounding states should be identified and developed. It was also suggested the University develop core standards for teaching math and market this to the schools indicating if they will send teachers to the University then MSU will train those teachers to teach mathematics. This work does not have to involve totally new program development and the Equine Program is one area which could provide distinction for the University if it is marketed around the country. The Japanese Language Program has the same type cache but an attempt has never been made to take these programs beyond the typical catchment area. A reminder was provided that the fastest growing job creation sector in the country is health care and that will not change over the next decade.

Vice President for Student Affairs

Dr. Robertson is currently assisting a student in Nashville, Tennessee, and was unable to be present. Dr. Jacobs presented the information which follows on his behalf. The first goal for the Office of the Vice President for Student Affairs is to further develop and enhance the residential college system at MSU. The programmatic value of the residential college was discussed earlier as was the structural aspect in terms of current facilities. Action steps to be taken include a comprehensive renovation plan and discussions have involved renovation options as well as changing the residential model and how services are delivered. Extant literature illustrates retention is strongly influenced by activities which occur outside of the classroom, meaning social integration of students into the campus is a significant driver of why they stay at an institution. Enhancements to the residential college structure and interactions between faculty, staff and students can not only strengthen the residential college system but can increase overall enrollment, retention and ultimately graduation rates.

A second goal within the Student Affairs area is to further develop and enhance the effectiveness, appeal and operation of the Greek system. Aspects of the Greek system include connecting students to the community and allowing them to create a strong bond to the campus. There are a number of Greek houses on campus that have been recognized nationally for their efforts in philanthropy, leadership and academics. Dr. Robertson and his staff have made an effort to engage the governmental organizations over the Greek houses to undertake an assessment of current programs, policies and expectations in order to move that system in the appropriate direction. In regard to whether there is a functioning network of chapter advisors in the community or on campus, Dr. Jacobs reported Tara Hawthorne serves as Greek Advisor and also supervises student organizations. She works regularly with the chapter advisors to structure Rush activities and programs for the various chapters. Work is underway to formalize those advisors in a way so they can influence and elevate the system to meet expectations which will make the chapters better and stronger. There is a concerted effort to combine those efforts system-wide as well as in individual houses. When students first come to campus they have not yet been integrated into the University. If these students fail to be accepted into their fraternity or sorority of choice a question was asked whether this causes the University to lose any of those new students. Dr. Jacobs reported discussions have taken place in terms of early Rush and a determination was made that the pros outweigh the cons. Dr. Dunn estimated 95 percent of students participating in Rush are accepted into their first or second choice and additional information was provided that of the 170 female students who participated in Rush, 130 were accepted by their first choice and only 5 dropped out of Rush all together. Most of those individuals have become involved with collegiate Future Farmers of America or similar connection groups instead. Early Rush provides students with an opportunity to get on campus sooner and perhaps form even stronger bonds with their community than a student coming in with everyone else on move-in day. Dr. Dunn indicated this work has been somewhat of a challenge for Ms. Hawthorne. Work is underway to provide a systemization to this work through the development of straightforward policies but there has been some resistance on the part of fraternities and sororities. Much of this resistance is prompted not so much by the faculty advisors but by alumni who want things to remain as they were "back in their day." One of the ongoing discussions on campus is whether the residential college system is adversely affecting Greek life and some fairly notable alums who fund their chapters do not necessarily favor the residential college system because they view it as having contributed to the difficulty of

sustaining a strong Greek system. The Greek system is not being discouraged but a determination of what the University's role should be – in terms of oversight and management – needs to be made. Membership in sorority chapters averages around 92 members while membership in fraternities can vary from 12 to 60 members, with approximately 10 to 15 percent of students participating in Greek life which is low in terms of other universities. Dr. Dunn reported there is an overarching issue and Student Affairs leadership must determine what the vision is for the right level or type of Greek life for an institution such as Murray State. Consensus was reached that it is important to keep alumni involved in the Greek system even after they leave MSU because it is vital this core group be maintained at the University. Dr. Dunn does not want to see a weakening of the Greek system on campus because he believes it is a tremendous asset to campus and he would like to see the system get even stronger.

Dr. Dunn reported a third goal area for Student Affairs is to continue to increase the size, diversity and quality of first-time freshmen for enrollment growth in accordance with the reorganization undertaken several years ago. A statement was made that there is the potential to recruit talented rural students and many times these individuals do not think they have a chance to go to college because their families would not have the means to do so. These individuals must not be overlooked and Dr. Dunn provided assurance this is why focus has been placed on the Four Rivers Scholarship in the river counties because it had been noticed the University was not attracting those students and they were either self-selecting universities or counselors were recommending attendance at the community and technical colleges. This same issue is occurring in southern Illinois in schools south of Carbondale and the best way to address this situation is being explored. A suggestion was made that younger individuals need to be the ones actually going into the high schools and talking to potential students because they are better able to relate – and it might also be feasible to hire University graduates to visit the high schools.

The enrollment of minority students at Murray State increased during the early 1970s and 1980s and was based on students from the rural counties. The University can make efforts to recruit students from Louisville but the question is whether those students will be happy on the MSU campus and they will not be happy – especially having to change out of their environment – unless other African-American students from the region are already on campus and can help them form a bond to MSU.

Dr. Dunn reported regional discounts have been expanded into Ohio and Alabama. Dr. Curris expressed concerns about extending discounts beyond the immediate region. In the *Strategic Directions* document the Board indicated clearly the thrust of the University's recruitment needs should be in the primary region the University serves. The BOR wants Murray State to be the university of choice in the Purchase and Pennyryle, extending outward, and whether resources to accomplish this work are being dissipated by focusing on other areas should be considered. Dr. Dunn reported between 70 and 80 percent of teachers in the public schools in the 18-county service region are Murray State graduates. He does not believe the suggestions which have been made are mutually-exclusive and it is not a question of being able to do one initiative and not another. The first course of action must be to fulfill the University's role in the schools within the University's 18-county service region but a balance must be established to allow the University to serve rural students and those in surrounding states.

Dr. Dunn reported there is also the notion of higher quality at a competitive cost and this Board has traditionally held as a very high standard maintaining the lowest tuition possible. Western Kentucky University (WKU) has been extremely aggressive in terms of pricing and is now the third most expensive Kentucky public university. They take pride in this fact and do not apologize for it and it has not hampered growth as the institution approaches an enrollment of 20,000 students this year. Additional tuition dollars have provided WKU – through aggressive pricing and enrollment growth – with significantly more resources to seed new baccalaureate programs and subsidize housing debt. MSU does not currently have that latitude and the institution must consider ways to keep numbers strong and bring a mix of revenue to continue current operations. MSU cannot simply remain the university of choice for Calloway, Marshall, McCracken and Graves counties – but the challenge is the appropriate way to undertake these initiatives. Information was requested for sister institutions in terms of discounting practices and Dr. Dunn indicated this information could certainly be provided. In response to a question of whether growth at WKU comes from any particular area, Dr. Dunn reported the institution is geographically located where there are more people and have undertaken aggressive recruiting work, adding the right programs and they have been able to put a great deal of amenities into

place and success compounds on success. Overage which has resulted from enrollment growth has enabled the university to implement strategies which have compounded in significant ways. Proceeding in this fashion has not been a priority of MSU predecessor Boards which indicated additional funding would not come from pricing but from enrollment growth. Assurance was provided that Murray State is being aggressive with those students choosing to attend community colleges but these students are self-selecting and counselors and families are selecting community colleges for them because they believe that is all that is feasible. Sometimes these students take themselves out of the running before Murray State even gets a chance but the University must overcome this particularly for students in the 18-county service region.

It was reported that the community colleges are perfecting recruitment as access institutions and are recruiting better and more effectively than state universities. Community colleges are sending alumni back into the schools and consideration should be given to taking a look at the current MSU recruiting system. Having the Foundation undertake an access campaign should also be considered. If the University can offer scholarship money upfront just to get individuals into the institution that would be beneficial but in certain counties there are many students who are Pell Grant eligible but their parents do not know how to get these students into the process. Dr. Dunn indicated Associate Vice President for Institutional Advancement – Bob Jackson – will make a report at the December meeting but the campaign has allowed the University to double the number of endowed scholarships and amounts. Work continues on the enrollment plan put into place in 2008 but additional efforts are needed in areas such as transfer students. Another practice to consider is dually admitting students and assurance was provided this work already takes place at MSU.

Dr. Curris indicated with regard to the *Strategic Directions* statement, the basis of being or becoming the university of choice is the recognition that Murray State offers distinctive academic programming and superior educational co-curricular experiences. It is known students will choose an institution based on factors other than price. It would appear that in Paducah MSU is not seen by students as the institution with superior educational and co-curricular experiences or distinctive academic programs. Service region Guidance Counselors, Superintendents and Principals must also recognize the quality of MSU and encourage students to select the institution to further their education. Assurance was provided that as part of the enrollment plan, the guaranteed scholarship program has been implemented as have academic achievement scholarships which allow the University to send out notifications with tentative award amounts to provide families with an accurate picture of the financial aspect of attending college. One challenge the University faces is establishing a better linkage with endowed scholarships and there has been great success with the money being available but enabling the Scholarship Office to link those scholarships with the students who needs them so every endowed scholarship dollar is spent has been difficult.

Dr. Jacobs reported another Student Affairs goal is linking financial aid and recruitment. A few years ago there was not a strategic plan to package aid and enroll a student and the pipeline was not streamlined. A consistent pipeline has now been established and work continues on a strategic plan based on data and trends and the ability to package early and send out award notifications earlier. A balance must still be achieved, particularly in terms of financial aid and scholarships. The University needs to be targeting the strategic use of each dollar and not over awarding. The individual currently heading that unit is beginning this work because it had not previously been done and the University had been relying on its good name and the generosity of counselors and principals in the schools to funnel students to MSU. Other institutions have been more strategic for a longer period of time but Murray State is finally catching up and the investment which has been made toward that effort will result in dividends and gains but this work takes time. Dr. Dunn indicated reporting for Financial Aid and Scholarships has been moved under the Director for Enrollment Management – Fred Dietz – who needs to have the flexibility to work directly with financial aid to develop this seamless approach. It was also suggested it is important to cross-train recruiters so they not only recruit but also have the ability to work with financial aid issues and Dr. Dunn provided assurance recruiters already have authority to undertake this work for the University.

The Board of Regents adjourned for a break at 3:08 p.m. Chair Curris called the Special Session of the MSU Board of Regents Planning Retreat and Work Session back to order at 3:25 p.m. and reported all members were present.

Four-Year Evaluation Review Planning, discussed

Chair Curris indicated all Regents have been provided with a copy of the original presidential evaluation policy adopted by the Board in 1994 which has been revised since Dr. Dunn became President. The four-year evaluation policy outlines responsibilities of individuals which suggests the scope of activity in terms of academic and administrative management and leadership, budget and finance, fundraising and external relations and personal characteristics and values. Dr. Curris has reviewed alternative approaches to address this work but the Board must feel comfortable with how it moves forward. Some institutions hire an individual professionally involved in this field to assist the Board in the process. This individual primarily interviews those who work with the President and fundamentally the question is whether the Board wants to move in that direction or whether the Board would undertake the evaluation. Many private higher education institutions, most of which have large Boards, appoint a committee to undertake the evaluation and whether the MSU Board should proceed in this fashion should be considered. Generally with a Board Murray State's size a special committee is not required.

The advantage of hiring an external professional consultant is that they are able to have discussions with individuals on campus with the assumption faculty, staff and students would be more likely to express their opinions and viewpoints to a consultant with regard to the President than they would be to a Board member. The downside of utilizing an external consultant is these individuals have little understanding of the institution, region and culture and there is a tendency to follow a "cookie cutter" approach in asking questions. Dr. Curris leans toward the Regents undertaking the presidential evaluation largely because it is one of the most important functions of a Board and through the process an assessment of where the institution stands and where it needs to go is really taking place. If the majority of the Board desires to hire a consultant he would be comfortable with that decision as well.

Comments included:

- In terms of the groups from which information would be formally solicited – Board of Regents, administration, faculty, staff, students and alumni – the current policy calls for the Executive Committee of those bodies to submit its recommendation to the constituency Regent. The assumption is being made if the Board chooses to pursue this process it is already fairly well laid out procedurally but a decision would need to be made in terms of how to process this information at the Board level. Consensus was reached that seeking constituency insight is the appropriate way to proceed but the Regents should also be able to bring forward their own ideas and not solely those of the Executive Committee of their constituency bodies. The Board will ultimately meet in Executive Session to discuss not only input received from the various constituency groups but also from each of the Regents. At that point the Board will have already reviewed the President's self-assessment and members will have talked to their constituency bodies, with each Regent being asked to participate in the process based on their own strengths and areas of expertise. The information gathered will then be compiled and assurance was provided that every Board member will play a role in these discussions and will determine consensus prior to talking directly with the President. It is important for the Board to undertake a full review of the President at which point those with a vested interest in the future of Murray State have an opportunity to share with the BOR their assessment of where the institution is going and their expectations regarding current leadership.
- When Dr. Dunn came to Murray State there was some discussion among the Board with regard to presidential evaluation. It was discovered at that time a policy was in effect but the extent to which it had actually been utilized was unclear. A determination was made at that time to put together a committee of Board members, along with the Director for Human Resources, for the purpose of reviewing and revising the existing policy and identifying an appropriate accompanying instrument.
- In terms of the timeline for the presidential evaluation, it is anticipated the work the Board members undertake individually would be completed before the March 2012 Quarterly Meeting where discussion would occur in terms of information which has been gathered and a decision made as to how to process that information. A significant part of the presidential evaluation process, according to policy, is for the President to compose a self-assessment that will be delivered to the Board and this represents the first step in the process.
- The Board has options in terms of the format for the presidential evaluation instrument, including an Association of Governing Board publication (produced by Richard Morrell) which contains questions to help boards assess presidential evaluation. A copy of this document was provided to the Regents but the Board must be flexible in terms of how individuals respond to the questions and must undertake this evaluation work through conversations and not public surveys. Clarification was provided that these efforts are designed to solicit input and insight, not recommendations from the various University constituencies.
- Consensus was reached that the Board of Regents desires to undertake the presidential evaluation and will follow the process currently in place. Dr. Curris will contact the Regents within the next couple

of weeks to clarify which constituency groups they will be responsible for interviewing. The President will provide a self-assessment to the Chair in November so that information can be provided to the Board for review prior to the Quarterly Meeting in December where the issue will be discussed further.

President's Planning Issues, discussed

E-Books

Dr. Dunn reported information was presented to the Board in terms of potential utilization of electronic board books, available providers, institutions currently using E-Books and limited cost analysis. University staff and Board representatives have participated in a webinar with a potential vendor and a determination must now be made whether the Board is serious about pursuing this option and would like for a demonstration to be scheduled for a future meeting. Utilizing an electronic means to deliver materials to BOR members when changes are made or additional information is prepared will save the University an untold amount in labor costs alone. Caution was issued that – as with most decisions relative to computerization – this decision should not be made solely on the basis of cost savings because this move would certainly increase efficiency and would advance the institution into the 21st Century. A major benefit of utilizing this method of delivery for Board information is that the materials are automatically archived but certain documents – such as the Budget books – are not particularly well suited for this delivery method. Board members would be provided with their own electronic E-book and would be able to add private notes to the meeting materials which can remain private or be made public to the entire Board. For demonstration purposes vendors have indicated they cannot provide an actual Board book due to the proprietary nature of such information.

Consensus was reached that the Board desires the administration to proceed with this work, identify potential vendors and contact those vendors to secure client lists. A demonstration to illustrate the products available should be scheduled for the December 2011 Quarterly Meeting.

Net Price Calculator and Accountability

Dr. Dunn reported a summary of the net price calculator was provided to the Board. Every institution was required to prepare this information as part of the higher education reauthorization undertaken in 2008. An individual enters family income and demographics information and the net price calculator utilizes data provided by the University with regard to pricing (as well as estimated costs around tuition and fees, etc.) which results in an estimated cost of attendance. Families are able to review this information in terms of what they would be expected to contribute toward college attendance. To date no significant difficulties with the net price calculator have been noted but a major announcement has also not been made. Chair Curris reported he was involved in this work in terms of the federal legislation in Washington, DC, and during the administration of President George W. Bush there was considerable discussion within the Department of Education relative to whether institutions were being straightforward with students and families in terms of the cost associated with attending the various universities. Some severe legislation was being advanced and this represents a compromise which was effectuated into the legislation. Every institution must ensure prospective students and their parents know the full cost of a college education. A consistent format was provided which allows for a comparison of costs between institutions but as the movement developed the institutions were able to add key information they desired to communicate about their institution in terms of meeting the public mission or purpose. MSU followed guidelines provided by the federal government in terms of how to identify the various elements involved in this calculation – which resulted in the output available to students – and it is expected Murray State's sister institutions followed the same ethical standards.

Regents' Planning Issues, discussed

Diversity Plan

Dr. Dunn reported the universities were directed by the Council on Postsecondary Education to develop a Diversity Plan and were provided with specific directions as to the format for these plans. The CPE made it clear they wanted the University to produce a more prescriptive document and not a broader policy document. The *President's Commission on Diversity and*

Inclusion (PCDI) has worked diligently over the past couple of years and issued a normative statement of what the group believes should exist on the MSU campus. The Board likely does not want to commit to one specific action or promise of future activity but, at the same time, the group is making a normative statement regarding what they would like to see happen on campus and it is not at the President's discretion to alter what has been recommended.

Further Board discussion occurred as follows:

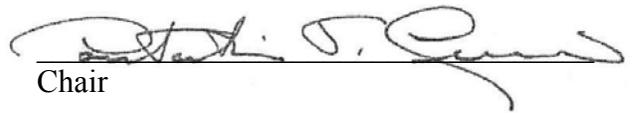
- Consensus was reached if the policy is approved as written and the University does not meet the goals contained within, this will adversely affect the institution. It is not realistic to think all positions (with accompanying salaries) included in the document will be established. If appropriations increase this would not be an issue and everything within the plan could be accomplished. The Board is concerned about endorsing financial commitments it may not be able to meet and this sets a dangerous precedent. There are no issues with the goals which have been identified and the administration and the Board making a commitment to enhance diversity. There is concern if the document is adopted in its current format the BOR risks setting precedence and creating issues if it is unable to meet the financial obligations contained within the document.
- Clarification was provided that any concerns expressed apply solely to the financial commitments contained in the document. Agreement was reached that the *PCDI* report would be acknowledged and an indication made the Board is committed to the overall philosophy of inclusion. The Board will work diligently to review ways to further inclusion of all groups and the *PCDI* has provided guidelines to facilitate this work. Dr. Dunn indicated action steps will need to be provided to the CPE but suggested those action steps could be qualified.
- Further concern was expressed that implementation costs are imbedded in the proposal and the Board must be careful in committing itself financially because the level of state funding is not currently known. Dr. Dunn indicated the CPE will not accept a list of approved goals or lofty statements about principles the University adheres to but, instead, the plans must include the required elements the CPE has requested. The issue of concern to the Board is not the *PCDI* spelling out its recommendation for how to address diversity but having the CPE come back to the University at some future point to indicate the institution has not accomplished what it indicated it would. Dr. Dunn does not disagree but the CPE has mandated that the University determine how to accomplish this work and there is certainly exposure associated with having a plan approved which includes specific commitments. It could be desirable to indicate the document being presented is a suggested action plan and the University reserves the right to modify this statement so the Board is not committing itself to certain expenditures where there is no financial support identified for accomplishing this work.
- Concern was expressed regarding individuals who prepared this document appearing to have written themselves into new positions and if that is the case it is certainly not appreciated. It is critical for the individuals hired to undertake this work to possess credentials which match the positions and they should have terminal degrees to the extent possible. The University must be cautious and should put before the CPE a plan which includes placing degreed individuals with an area of expertise in the positions mentioned and not placing someone who served on the Commission – claiming that service as their area of expertise – into these positions. Individuals who are trained and qualified in these areas should be hired for the positions which are being created because this caliber of individual will be required to move the project forward.
- A question was asked with regard to \$300,000 which has been included in the proposal for the Mills Scholarship and whether that can be associated with the University's current scholarship program. It currently appears as though this represents new money coming from the General Fund and a long-term means of perpetuating a plan to ensure everything goes through the same process at the University must be considered. A disclaimer could be added to the document to make it clear there are many recommendations contained in the proposal that may or may not happen due to a lack of funding due to circumstances beyond the institution's control. The proviso should be that those initiatives which carry explicit expense items are subject to the University's normal budgeting, employment and Academic Council processes. Dr. Dunn indicated there could be some benefit to including a proviso which indicates the Board charges the President to move forward with implementation of this plan following regular University budgeting processes and procedures.
- As the document is currently written, the Board expressed concern in terms of the *PCDI* having the authority within the institution that it perceives it does and the Commission should be taken out of the equation because the responsibilities mentioned in the document should be handled by the vice presidents and deans. Dr. Dunn reported there is a requirement under statute for a campus team to oversee this work – which is referred to as the Campus Environment Team (CET) – and at Murray State the *PCDI* will monitor this work. Another approach would be to approve the policy statements and goals contained in the document to submit to the CPE and if they hold the University into account for not having enough specific steps the situation could be handled at that point.
- A statement was made that the goal of the Diversity Plan is to recruit minority students, faculty and staff. It is ironic the CPE has placed an unfunded mandate on the University following at least ten years of reduced budgets. The Board should commit to more active recruitment of these individuals

and increasing enrollment numbers for this population. Dr. Dunn indicated if certain steps are to be included in the document those should be qualified.

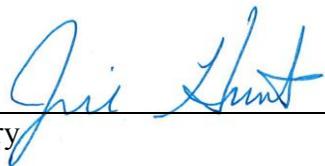
- MSU General Counsel has opined that he believes this represents an illegal quota system and the CPE policy has created a de facto quota system.
- Dr. Curris suggested the Board accept the Diversity Plan in principal and direct the administration to make modifications to avoid unfunded mandates and ensure standard University processes are followed. Once this work is accomplished the Board will review the document and authorize the submission of a revised plan to the CPE. Those items included in the plan the Board finds particularly troubling should be removed and language softened to not be specific in terms of dollar amounts.

Adjournment

The Special Board of Regents Meeting – Planning Retreat and Work Session – adjourned at 5:20 p.m.



Chair



Secretary

(The remainder of this page intentionally left blank.)