

**PRESIDENT'S DIRECTIVE REGARDING CHANGES TO  
ENROLLMENT MANAGEMENT FUNCTIONS**

**April 21, 2008**

**Effective Date: May 1, 2008 (unless otherwise noted)**

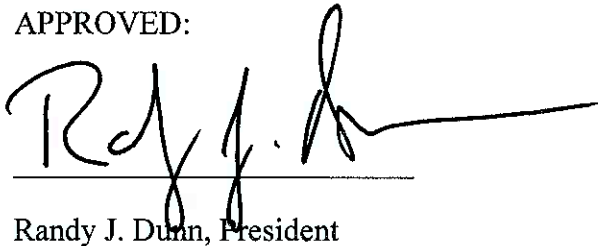
In order to fulfill the mandate of Kentucky law to double the number of degree-holders by 2020, and to reach the estimated maximum enrollment capacity of the University, an overall enrollment target of 12,000 students (i.e., the official enrollment for CPE purposes) is hereby established for Murray State University for the Fall 2012 semester. This goal presents an enormous collective challenge for MSU and as such, the "12 by 12" target should not be viewed as the province or responsibility of any one program, office, or director—but is shared by everyone in the University Community. To effect the University's ability to reach this goal, the following changes are directed to take effect on May 1, 2008 unless otherwise noted:

1. Combine the School Relations and Admissions units into a single new unit, the Office of Enrollment Management (OEM). OEM will commence operations with two divisions: Recruitment and Undergraduate Admissions. OEM will have authority to act on general undergraduate admissions.
2. Appoint Alison Marshall as Interim Executive Director of the Office of Enrollment Management. There will be no replacement for the position of Assistant Vice President for Enrollment Management. A national search for a permanent Executive Director for OEM may take place at some future point to be determined. This position will be a direct report to Dr. Don Robertson. To facilitate this change, Charlotte Bradshaw will become a direct report to Ms. Marshall.
3. Undertake national searches immediately for Directors of the Recruitment and Undergraduate Admissions Divisions. Incumbent Directors for the School Relations and Admissions Services units will remain in those roles for their respective successor divisions through at least June 30 depending upon the progress and outcome of these searches.

4. Move related recruitment/admissions/yield functions for all international students to the Institute for International Studies (IIS). IIS will have authority to act on international admissions. To facilitate this move, Lori Brisendine and Ruthann Taylor will be transferred from Admissions Services to IIS. IIS is given permission to search for an international enrollment coordinator.
5. Move related recruitment/admissions/yield functions for domestic graduate students to the Office of the Provost. The Provost's Office will have authority to act on graduate admissions in coordination with the respective graduate academic program. Wisnu (Aik) Krutngoen is assigned the duties of graduate recruitment within the Provost's Office. To additionally facilitate this move, Kathy Garrison and Renae Conner will be transferred from Admissions Services to the Provost's Office. All of these individuals will become direct reports through Dr. Bonnie Higginson to Provost Brockway.
6. Move related recruitment/admissions/yield functions for transfer students to the Center for Continuing Education and Academic Outreach (CEAO) through the creation of a Transfer Center. CEAO will have authority to act on transfer admissions in coordination with Undergraduate Admissions. Dr. John Yates is assigned the duties of transfer coordination for his 50% retirement contract commencing July 1, 2008. Final staffing for the Transfer Center will also include the transfer of a transcript evaluator from Admissions Services. To additionally facilitate this move, Christian Cruce will be transferred from School Relations to CEAO.
7. Dr. Don Robertson is charged and authorized to undertake two immediate studies: 1) Regarding the feasibility of creating a "one-stop shop" for student services functions, especially those related to recruitment and admissions purposes and others to be determined, utilizing the first-floor exercise center space within the Curris Center. If the result of this study is to move forward with the creation of the one-stop shop, it should be ready for occupancy by the affected units by the start of the Fall 2009 semester subject to identifying a source of funds for building renovation. 2) Regarding the merger of the Financial Aid and Scholarship Offices into one unit. If the result of this study is to combine those offices, such should be effectuated by July 1, 2009.
8. Individuals transferred under this directive shall not suffer any loss or change of salary or benefits during their employment. Costs will continue to be budgeted to existing operational units through June 30, 2008 and operational budgets will be adjusted accordingly for the 2008-09 budget (i.e., the intent is for funding to "follow" the

decentralized services for both personnel and non-personnel costs). Any changes in the physical location of units and the workplace location of employees necessitated by this directive—and all other operational decisions and actions necessary to implement this directive, including any future transfer of employees among units—will be coordinated by all the administrators of the impacted units under the joint direction of Vice Presidents Brockway and Robertson.

APPROVED:

A handwritten signature in black ink, appearing to read "Randy J. Dunn", is written over a horizontal line. The signature is stylized and includes a long horizontal flourish extending to the right.

Randy J. Dunn, President