

**Minutes of the Task Force on Developing Murray State University's
Extended Campus at Paducah and West Kentucky Community and Technical
College (WKCTC)/Paducah Junior College (PJC) Liaison Group Joint Meeting**

Monday, March 31, 2008

4 p.m.

**WKCTC Anderson Building – Bistro Room
Paducah, KY**

Roll Call and Welcome

Mr. Alan Stout, Chair of the Task Force on Developing Murray State University's Extended Campus at Paducah, convened the meeting at 4:10 p.m. He thanked everyone for taking time to attend and for their willingness to serve in various capacities in relation to the Task Force. He stated that all have an interest in this initiative and Murray State appreciates and formally welcomes all members of the group.

Introduction of Task Force Members and WKCTC/PJC Liaison Group

Chair Stout requested that Task Force and Liaison Group members introduce themselves and indicate in what capacity they are present, stating any particular interest they have in the project.

- John Yates, MSU Dean, Continuing Education and Academic Outreach.
- Brian Van Horn is MSU Assistant Dean of Continuing Education and Academic Outreach and has a vested interest in the work of these two committees. He has worked with Dr. Veazey and WKCTC staff in advancing students toward a four-year degree.
- Pam Matlock is MSU Lecturer in the Department of Adolescent, Career and Special Education and indicated she has the privilege of working with both the Continuing Education program and the College of Education at Murray State.
- Sandra Wilson, Public Affairs Manager for NewPage Corporation, stated that she serves as a member of the Paducah Task Force. She currently lives in Paducah and worked at the community college before starting NewPage Corporation.
- Bruce Brockenborough, Chair of the WKCTC Board and member of the PJC Board, indicated that he also serves on the Board for Economic Development and from his perspective there is one theme heard consistently which is the Paducah community's passion and desire for expanded access to a four-year college education.
- Anne Gwinn is Vice Chair of the PJC Board and stated that 20 years ago she worked on the initiative of increasing Murray State's presence in Paducah.
- Ken Wheeler, Chair of the PJC Board, indicated that he would soon be replaced by Ms. Gwinn. He stated that cost is an element that should be foremost in everyone's mind as these challenges and opportunities are addressed and should play a major role in making higher education delivery more cost effective.
- Laxmaiah Manchikanti is a member of the MSU Board of Regents, a practicing physician with the Pain Management Center and has been located in Paducah since 1980. He was appointed to the Murray State Board of Regents last year.
- Jill Hunt Lovett is MSU Coordinator for Board Relations and Executive Assistant to the President.
- Alan Stout is Chair, MSU Board of Regents, and also serves as Chair of the Paducah Task Force. Chair Stout indicated he oversaw creation of the Task Force from the perspective of the MSU Board of Regents. He lives in Marion, Kentucky, and has law offices in both Marion and Paducah. He has served on the MSU Board of Regents for almost four years and has served as Chair for one year. Chair Stout stated that his life consists of a triangle between Marion, Murray and Paducah, Kentucky. He has a presence in Paducah through his business and has witnessed the need for Murray State to have more of a four-year presence in Paducah. Murray State University is the regional university and Paducah and McCracken County and the surrounding areas are part of the University's service region. He believes it is part of Murray State's mission to meet the educational needs of the region, especially considering the directive from the Council on Postsecondary Education (CPE) to drastically improve the quality of life for Kentuckians by increasing their educational level by doubling the number of degree holders in the

state. Chair Stout stated it is apparent that in order to embrace the numbers and goals that have been established for MSU, the University must begin to think “outside the box.” He indicated the CPE directive has also caused him to examine the importance of Murray State’s extended campuses in Paducah, Madisonville, Hopkinsville and Henderson. Chair Stout agreed there is a need in Paducah that must be better met by the University and his mission is to determine how Murray State can better serve the Paducah/McCracken County service area. He knows it will require close coordination with the community colleges to make the transition as seamless as possible from a two-year institution to a four-year institution.

- Barbara Veazey is President of WKCTC and indicated she is a proud alumna of Murray State University and has been named as one of the Outstanding Alumni in the MSU College of Education. She is pleased to have the opportunity for discussion regarding expanding the presence of Murray State in Paducah. This discussion prompted formation of the WKCTC/PJC Task Force with the charge of further examining transfer education. She stated the group places a major emphasis on transfer education and Kentucky numbers are certainly not where they should be and the group is very aware of the fact that there is much more to be done. The Liaison Group met prior to tonight’s meeting to identify what can be implemented to strengthen WKCTC’s efforts in assisting students continuing their education toward a baccalaureate degree and how to better increase communication with the universities.
- Randy Dunn is President of Murray State University.
- Phil Bryan is from Murray, Kentucky, and is retired MSU Registrar and agreed to serve on the Paducah Task Force following conversations with Chair Stout.
- John Williams is Chairman of Computer Services, Inc. (CSI) and he cannot remember when he was not involved in education although his primary role is that of entrepreneur. He started teaching on the Paducah campus in 1965 and taught on campus for many years and then designed the two-year curriculum. In the early 1970s he designed the Computer Information Systems curriculum at Murray State and in the late 1990s two of his staff members worked on the Communications Systems Management curriculum and he provided indirect consultation. He has taught over the last 43 years and those years are dedicated to the value of public education. Mr. Williams indicated that he is one of 22 corporate heads in Kentucky who sponsored a consulting study for a ten-year review of House Bill 1 and higher education reform. He was actively involved in that process which took place immediately prior to the formation of the Paducah Task Force. As a taxpayer, citizen and employer he has studied the need that exists across the Commonwealth to expand educational opportunities and create more draw into the classroom for students.
- Jerry Anderson is WKCTC Coordinator of Transfer Advising.
- Sherry Gholson is a faculty member and also Dean of Nursing at WKCTC and serves as faculty representative on the Board.
- Tena Payne is WKCTC Vice President for Academic Affairs and is a Murray State graduate. She has been at WKCTC over 20 years and in the Paducah community over 30 years. She has extensive experience working with students toward completing their education at the community college and has consistently supported and encouraged students to seek ways to further their education.
- Paul Ross is staff representative to the WKCTC Board and as of March 20, 2008, completed his 30th year of service to the college. Prior to that he obtained two degrees from Murray State and was on the MSU faculty for many years.
- Steve Freeman is WKCTC Vice President for Institutional Development and indicated he is responsible for six areas at the college in addition to other duties as assigned by the President. He handles K-12 partnerships, enrollment management and institutional research and has a firm grasp on what the needs of the region are. He is a Murray State alumnus and a majority of his personal experience with higher education has been as a nontraditional adult student. He understands how most adults feel when trying to balance family and job responsibilities while also trying to obtain a better quality of life through education.

Absent: Eric King, Rex Smith and Daniel Wann.

Chair Stout expressed appreciation to Task Force members and also to Dr. Veazey and others who serve on the boards of the West Kentucky Community and Technical College and Paducah Junior College. He indicated this initiative came about through discussion some time ago among

community representatives and it was presented to the Murray State University Board of Regents at the November 30, 2007, quarterly meeting. The Board unanimously passed a motion to authorize creation of the Task Force on Developing Murray State University's Extended Campus at Paducah with the ultimate goal of making a recommendation to the Board on how to expand and better develop Murray State's presence in Paducah. Chair Stout is aware of the issues that exist and knows that just because a project is recommended doesn't mean it will be funded. He simply wants to be able to assure the MSU Board that the pertinent issues have been identified and all options have been studied in response to the charge originally assigned to the Task Force. He indicated this offers a different approach to looking at the services offered by the University at the extended campus sites and has not been explored with the Henderson, Madisonville or Hopkinsville campuses. Chair Stout stated the goal is to use the template the Task Force develops to study service offerings and facilities at other Murray State extended campus sites.

AGENDA
TASK FORCE ON DEVELOPING MURRAY STATE UNIVERSITY'S
EXTENDED CAMPUS AT PADUCAH
West Kentucky Community and Technical College Campus – Bistro Room – Anderson
Building
Monday, March 31, 2008
4 p.m.

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| 1. <u>Roll Call and Welcome</u> | Mr. Alan Stout |
| 2. <u>Introduction of Task Force Members and WKCTC/PJC Liaison Group</u> | Mr. Alan Stout/ Dr. Barbara Veazey |
| 3. <u>Minutes of the Task Force Meetings of February 18 and March 3, 2008</u> | Mr. Alan Stout |
| 4. <u>Information Requested by the Task Force</u> a. Crisp Center Financial Information b. Multi-Campus University Centers | Dr. Randy Dunn/ Dr. John Yates/ Dr. Brian Van Horn |
| 5. <u>Joint Discussion of Delivery Model Options</u> | Dr. Randy Dunn |
| 6. <u>Additional Data and Next Steps for Task Force</u> | Mr. Alan Stout/ Dr. Randy Dunn |
| 7. <u>Other Issues</u> | |

Dr. Dunn asked that packets for the members of the Task Force be distributed and indicated the members had previously received the information electronically. Dr. Veazey also distributed packets which contained the reports *In the Eye of the Storm* and the *Plan for a Competitive Commonwealth 2008-2020s*. A WKCTC Credential Summary was also included and contained data compiled by Dr. Freeman that examines programs and the number of students the institutions should be producing and areas of interest that need to be addressed.

Minutes of the Task Force Meetings on February 18, 2008, approved as amended

Chair Stout requested a motion to approve the February 18, 2008, Task Force minutes. Mr. Williams requested that one correction be made in the minutes. On page 3, second line, the word negation should be changed to negotiation. Mr. Williams moved, seconded by Dr. Manchikanti, that the February 18, 2008, Task Force minutes be approved as amended. All voted aye and the motion carried.

Minutes of the Task Force Meeting on March 3, 2008, approved

Dr. Dunn stated that the recording device at the March 3, 2008, Task Force meeting failed during the meeting and the remainder of the minutes was developed by transcribing extemporaneous notes. Mr. Williams commended Dr. Dunn on the detail of his recall. Chair Stout indicated that the minutes also include the options summary as an attachment and reported for the Liaison Group that the document represents a session where Dr. Dunn served as facilitator and the Task

Force brainstormed and identified the pros and cons of the proposed delivery models. Chair Stout asked for a motion to approve the March 3, 2008, Task Force minutes. Dr. Manchikanti moved, seconded by Ms. Matlock, that the March 3, 2008, Task Force minutes be approved as presented. All voted aye and the motion carried.

(See Attachment #1)

Review of Information Requested by the Task Force

Dr. Dunn stated that during the last meeting the Task Force requested that certain data be collected and that has now been provided. The first piece of information is a summary of the financial data for the Crisp Center and represents the value of that property and amount still due on the University's lease-purchase agreement. There is also a summary cover sheet and attachments which show the \$2.2 million appraisal conducted ten years ago and the amortization schedule on the University's purchase of the Crisp Center. Dr. Dunn added that the appraisal could be updated because it was done so long ago when MSU acquired the building. Dr. Dunn indicated that Dr. Yates also provided an article from the Owensboro Messenger and Inquirer regarding Daviess County and how they are progressing with their higher education center.

Dr. Dunn stated that a map of the WKCTC property is also available and information has been provided on three multi-campus facilities or communiversities for Lake County Illinois, the University Center of Greenville and the Higher Education Center in Roanoke, Virginia. A short narrative is provided with an attachment listing program offerings. Dr. Dunn reported that Dr. Wann asked during the last Task Force meeting whether grade point average information could be gathered but collecting that information presented a challenge so only programmatic information has been collected to this point. Dr. Dunn added that information on Spokane, Washington, is included in the packets and was not part of the documents originally sent electronically. Dr. Dunn also reported that the pros and cons document generated from the chart information at the last meeting had been provided in the packets for Task Force members.

Joint Discussion of Delivery Model Options

Chair Stout provided for the Liaison Group a general summary of the various Paducah delivery models which arose from the last Task Force meeting and hard copies were provided to those who did not bring the copy.

- Option 1 discussion centered on renovating and enlarging the Crisp Center and general consensus was that this option was not very attractive to Murray State for providing enhanced educational opportunities in the area.
- Option 2 consisted of constructing a new facility on real estate to be purchased and owned by Murray State University. Chair Stout reported that quite a bit of discussion took place on this option and that discussion centered on the fact that this option would be developed either on or next to the existing campus but certainly in the Interstate 24 corridor that has been identified as a high profile area in regard to access to Kentucky service counties and also southern Illinois. Dr. Manchikanti asked where the specific area was located and Chair Stout stated that a specific site had not been identified other than to simply say this was one model that would involve Murray State University owning its own property and developing a facility somewhere in this general area. Dr. Dunn indicated this model is similar to the situation in Hopkinsville where the University owns the building and the land. The Task Force agreed that the location of the facility should be within as close proximity to the WKCTC campus as possible.
- Option 3 was development of the Postsecondary Education Center on property owned and operated by WKCTC. This option is informally called the Madisonville model where the Center would be located on the WKCTC campus and more closely linked with the existing community college. Dr. Dunn clarified that this model would be considered a KCTCS project and Murray State would negotiate for the joint use of space within the building through a Memorandum of Agreement. Dr. Manchikanti asked for clarification as to what "MSU could lose identity" means under the cons listed for this option. Dr. Dunn explained that this con arose because the facility would be a shared building that MSU does not own and the question becomes whether the University is comfortable with

utilizing shared space. It would be a building on the WKCTC campus where MSU offers courses and there could be a loss of identify factor.

- Option 4 was to identify and renovate other facilities in the Paducah area. The possibility of utilizing an abandoned school building, specifically the old Lone Oak High School, was discussed. Dr. Manchikanti asked why this option would be considered given the availability of the Crisp Center. Chair Stout indicated that in the context of the discussion which took place all available options were considered and one suggestion which arose was the feasibility of utilizing a building already constructed in Paducah and in an arguably better location than the Crisp Center. Mr. Williams clarified that other facilities were considered as well, including Heartland Church. Mr. Bryan indicated that this model is similar to what exists in Henderson.
- Option 5 was to participate in a multi-institution facility, or communiversity, built by the community. This model is similar to the Greenville model where multiple campuses are represented in one facility.

Chair Stout restated that the charge of the Task Force is to consider all options and the pros and cons of each option. There was an additional option to do nothing but the Task Force did not dignify that as being a viable option. Chair Stout indicated this represents where the Task Force is at this point and that it was time to meet with the WKCTCS/PJC Liaison Group to gain an understanding of the group's perspective with regard to programmatic needs in area.

Dr. Van Horn pointed out that with regard to the materials provided to the Task Force members the three narratives regarding the multi-campus centers contain distinct differences between the demographics of McCracken County and Paducah. Mr. Williams asked if he had received the additional five models provided by Deno Curris, President, American Association of State Colleges and Universities (AASCU), which have more comparable demographics. Those models are in Yuma, Arizona; Rapid City, South Dakota; Coeur d'Alene in Northern Idaho; Great Falls, Montana; and Northwestern Michigan University Center at Travers City. Mr. Williams and Dr. Curris have conducted an extended review on the Task Force pros and cons, particularly the multi-university facility, and Dr. Curris cautioned the group to ensure that demographics are closely matched.

Mr. Williams requested that data be collected on the five models identified above and also for Spokane, Washington, and that the Task Force undertake additional research to determine what those actual models would look like. The current models provided for Chicago and Greenville represent population centers much different than what exists in Paducah and McCracken County. Dr. Yates indicated that he and Dr. Van Horn would analyze the multi-university centers identified. Mr. Williams stated that there are additional models that he would request be added to the research.

Dr. Dunn indicated he thought it would be helpful for the Liaison Group to present any information it has collected and to share their perspective. Mr. Wheeler thinks it is a great idea for this group to come together for discussion on this issue and such discussion has been needed for a very long time. He reported that the Liaison Group has spent considerable time examining the issues but have approached things somewhat differently than the Task Force. The Liaison Group focused more on what this new institution will provide and how that will benefit the entire Purchase area rather than on the actual physical model or location.

Mr. Wheeler related a simple equation that he indicated tells the whole story. The average per capita income (for every man, woman and child) for the Purchase area is approximately \$17,500 per year. In the United States the average per capital income is \$22,500 per year. If the per capita income of the Purchase area were the same as the U.S. average then an additional revenue stream of \$1 billion a year would be generated for the Purchase area. That happens to be approximately the income stream from the United States Enrichment Corporation (USEC) which employs 1,600 individuals.

Mr. Wheeler stated if one takes the number of individuals in the U.S. who have a college degree and generates an average income per capita of \$22,500 and compare that number against the average number of individuals in the Purchase area with a college degree the result is about 17 to 22 percent and that also represents about a five percent difference. He feels this illustrates the

complete story and shows that the Purchase area is operating at the bottom of the barrel. Mr. Wheeler indicated that the main issue centers on economics and the Purchase area cannot bring its economic base up to standard if the educational base is not increased as well.

Mr. Wheeler stated that the Liaison Group feels that the tools currently being used are inadequate and the job is bigger than what the institutions have been able to accomplish. There is tremendous opportunity to bring resources to bear that have not been available in the past or have not been developed. The group is thankful for catalysts such as Chair Stout and Dr. Dunn who have brought this issue to the table and expressed a willingness to work together because what has been done in the past is not enough to raise the area's economic base to where it needs to be. Mr. Wheeler feels that is only half the story and all the numbers provided so far compare where the Purchase area is in relation to the United States. The other half of the story is how the U.S. average compares to the rest of the world in terms of educational development. The U.S. is hovering at 18th in the world in developed countries and includes countries such as Italy and Yugoslavia in terms of the educational output of colleges today. The Purchase area is not where it needs to be in relation to the average in the U.S. and in the last 20 years the U.S. has not been able to maintain parity with the best countries in the world.

Mr. Wheeler stated he is confident that these two institutions will be able to develop new ways of addressing the educational needs of the area. He believes one of the best examples that should be examined further is the Engineering School in Paducah. The Engineering School utilizes a combination of faculty from Murray State, WKCTC and the University of Kentucky (UK). The program is producing graduates with higher grade point averages than the average graduate from the Lexington campus taking the same course content. UK President Lee Todd will also indicate that this fact is true and that the Engineering School is accomplishing this at a cost that is approximately one-half of what it costs for a student to attend UK in Lexington. Mr. Wheeler indicated he is not suggesting that the Engineering School is a perfect fit but rather it represents a joint institution that is performing well and at a very affordable cost and this model should provide the group with confidence that a means to do this interactive work can be found.

Mr. Wheeler stated that in the planning stages for the Engineering School there were no magic formulas and institutional models from across the country did not exist. People simply rolled up their sleeves and went to work and as problems arose they were solved. He indicated the group would be hard pressed to find a better working consolidated institution anywhere in the country than what currently exists in Paducah with regard to the Engineering School.

Mr. Williams indicated that he serves on the Task Force with the goal of raising per capita income and presented a map of all counties across the state. He reported that the situation described by Mr. Wheeler is not unique to the Purchase area and can be found all across the state. He stated that the color coding on the map indicates the in-state college going rate and does not include students who attended college outside Kentucky. The large number of counties highlighted in red and pink represent areas where 42 percent or fewer high school graduates continue their education. He indicated this demonstrates the leaks in the system and students who drop out before high school graduation.

Mr. Williams stated that he intends to link this information with what he has learned from serving on the Paducah Task Force in respect to the five options that have been identified and the personal conclusions he has reached. Mr. Williams stated that data the Task Force started with shows the enrollment numbers of the comprehensive universities across the Commonwealth and enrollment numbers in the extension campuses of all the regional universities. It is evident that the main campuses are not growing but that extension campuses are growing across the entire Commonwealth. If the universities hope to "double the numbers," which is fundamental to raising per capita income, they must bolster programs on the extension campuses. Mr. Williams reported that Dr. Dunn and Chair Stout have reached the same conclusion and that is the preamble to why this group has come together.

Mr. Williams stated that growth data for the Crisp Center is impressive as far as what has transpired over the last eight years. Data shows there are 14 to 15,000 individuals in McCracken County who have some college but not a degree and Dr. Dunn has identified these individuals as his market. Mr. Williams stated that nine bachelor's degree programs are currently being offered at the Crisp Center and this number represents three more programs than are being offered in the Greenville model that was provided to Task Force members. In fact, the maximum number of

bachelor's degree programs being offered at any one of the schools for which data was provided was 15 and there are already nine being offered at the Crisp Center. Mr. Williams believes enrollment could be increased considering what is currently being offered at the Crisp Center and that while a handsome curriculum base is already in place it should be widened to fulfill more types of academic need.

Mr. Williams stated that families and households throughout this market place are not adequately being convinced that they should return to school to complete their education. He feels marketing geared toward changing that culture is the biggest issue facing the initiatives being discussed. Mr. Williams originally suggested the Task Force look for every available building because dollars were important to him but he does not believe this will sufficiently address the need over the next ten years and has reached the conclusion that how one creates the "wow factor" to contribute to the draw for more students who want to participate is probably the single strongest issue to review in assessing the options.

Mr. Williams stated he did not find information regarding marketing in his research nor did he find information regarding how many students are actually in the classrooms or what the demographics look like in those markets but the same type of data should be collected for the schools being compared here. The college going rate and quantities of individuals within the county who have some college but not a degree should also be compared as other models are studied. Mr. Williams indicated it would be ideal to have this information representing the time period before those schools started to fully realize the impact of increased enrollments. Mr. Williams agrees that the Task Force must find the appropriate model but questions whether education today is being sold as much as it needs to be and that aspect should remain an important area of concern for the Task Force.

Dr. Veazey stated that Option 3 resulted from discussions with university officials regarding a model that would involve the community college in a partnering effort to feed students into Murray State University. Discussion included electrical and civil engineering from UK because Dr. Veazey heard from the Greater Paducah Economic Development Corporation (GPEDC) and through meetings with the Chamber and other groups that a need existed in these areas. She stated that based on those discussions over the last few years WKCTC conceptualized that both Murray State and the community college would feed students into the two UK programs. She stated that including the building in the budget for 2012 would allow time for details to be worked out and community support established. Dr. Veazey indicated that thinking was never that the community college would carry the legislative burden of obtaining that facility. The project was put in the 2012 budget request by WKCTC and included in the Six-Year Capital Plan for the KCTCS. Dr. Veazey indicated that once she felt the momentum and the need growing the project was moved into the 2010 budget cycle. Mr. Wheeler indicated it is also important to note in reference to the Campus Master Plan that not three months after it was drawn up last year the decision was made to move the Tech Center from one place to another. He explained that the Master Plan is a conceptual document and Chair Stout indicated that the Board of Regents just adopted a Comprehensive Master Plan for the Murray State University for the next 50 years and all acknowledge that it simply serves as a guide for the campus.

Dr. Veazey stated that when talking about ownership of buildings and land that it can become complicated. In the case of WKCTC, Paducah Junior College owns the lands and the college owns the buildings, with the exception of those buildings constructed with private dollars which are owned by PJC. Dr. Veazey believes that even given this consideration there can be a model where ownership or collaboration is related to just one entity.

Ms. Gwinn reported that when the engineering program evolved the community had identified a need for engineers and, since the community college is not in the business of delivering engineering degrees, Murray State officials were asked whether the University could meet this need and at that time it was determined the University could not. The community then asked UK, the only other Kentucky public institution with Paducah and McCracken County in its service area, if they could serve the need and they indicated they would consider the request. Ms. Gwinn stated those conversations evolved directly from an identified need by area plant managers for additional students with engineering degrees. Ms. Gwinn indicated she feels the other groups facing the same lack of skilled and credentialed talent are the health professions and electrical and civil engineering and now would be an opportune time to recreate the current model to fulfill perceived needs. She stated that most graduates from WKCTC travel to

Evansville, Southern Illinois University and Morehead to complete the Bachelor of Science in nursing degree. She believes this would be a natural place for Murray State to serve the needs of the medical community in Paducah and indicated this is exactly the type of initiative that should be studied to better meet the needs of the region.

Mr. Williams stated that the data in Dr. McCall's report does not agree with studies at the bachelor's level across the Commonwealth. The report shows a great demand by employers at the associate level and that is not mirrored at the bachelor's level in the Commonwealth and he wants to make sure all members present understand that discrepancy. Mr. Williams added that in the Commonwealth there is currently a net migration at the bachelor's level and graduates are being sent out-of-state because there are more graduates than jobs. He reported that when looking at the market dynamics the situation is a dramatic difference between the associate and baccalaureate levels. Ms. Gwinn stated that with regard to Dr. McCall's report, those are strictly comments from employers. Mr. Williams agreed but added that the data did not qualify whether it was at the associate or bachelor's level but when Dr. McCall was interviewed by consultants he indicated the report was focused at the associate level. Mr. Williams stated that, in fact, he requested Dr. McCall be interviewed again about that report because the conflict in the data with regard to the two different levels of education. Ms. Gwinn indicated reference is being made to targeting associate degrees and what needs to be done to help students flow to Murray State. Mr. Williams indicated that he agrees with Ms. Gwinn's point but that the group needs to be certain it is considering solid market demands and he knows that does not hold true with regard to data throughout the Commonwealth.

Ms. Gwinn asked whether Mr. Williams would agree there is a need for more health care professionals. Mr. Williams stated he would agree with regard to health care but that he knows in many other disciplines there are two applicants for every available job in the Commonwealth and in order to be gainfully employed graduates have to travel out-of-state, not because they choose to live out-of-state, but because of the net market demand. Ms. Gwinn indicated that the actual student who is graduating was considered. Graduates want to find a job so there must be a correlation between opportunities that exist and the educational level it requires to get those jobs. Ms. Gwinn thinks the two colleges should be "growing their own" to meet area needs.

Mr. Williams reported one initiative that should be more thoroughly discussed is at what point more focused market research must be conducted to determine what additional programs that are needed in the area. Dr. Freeman stated that he believes this is a very valid point and there are two types of students being served by the community college. The first is the transfer student and they will go anywhere in the world where they can find good career opportunities. The second includes a very high percentage of students who make it clear that they do not want to move beyond this region because they have ties with family and home. Dr. Freeman reported that the college pays for an annual service where information from 20 regional databases projects how many jobs are available in Tennessee, Kentucky, Illinois and Missouri and for the contiguous counties that adjoin Paducah and the Purchase and Pennyryle area. The software does not take into account jobs that are not already listed and tied to Kentucky databases on employment but Dr. Freeman indicated that the Liaison Group feels relatively sure about the projections and that those jobs are out there. The additional data set is from the U.S. Bureau of Labor Statistics and is targeted to the student who is willing to go wherever a job exists.

Ms. Gwinn stated this information is relevant more to the community college student than the traditional Murray State student but that WKCTC has always had a large number of nontraditional students and their expectation of how higher education is delivered is changing. They want it to be more convenient, offered on weekends and available via computer. She indicated in addition to the facility options being discussed that modes of delivery must also be re-examined. Chair Stout reported that Murray State is aware of this need in regard to the extended campuses and even more so than on the main campus. Dr. Yates added that currently MSU offers alternative delivery of courses and programs and has accelerated programs at both the bachelor's and master's level. Murray State also offers five and eight-week courses, weekend classes and blended classes through a combination of classroom work and distance learning while also utilizing the internet or television to supplement classroom instruction. Dr. Yates reported that Murray State plans to do even more in this area.

Dr. Yates acknowledged the Engineering School in Paducah is a terrific model and that it is working well. He pointed out there is one main difference in the two situations and that is when

the need for the engineering program was identified and all issues were reviewed, UK indicated they would bring an engineering program to Paducah but only if they were given money to deliver the program and Dr. Yates said that amounted to at least \$1 million up front. The state has provided funding for facilities, to pay for lights and utilities, but has never provided funding for programmatic needs as the extended campuses have expanded. In the case of the Engineering School model, the money was provided up front to build the program.

Dr. Veazey added that she is pleased with the new sign but is not pleased with its readability. The sign includes the West Kentucky Community and Technical College, the University of Kentucky and Murray State University and the process is currently underway to address the lettering and the faulty design.

Chair Stout indicated that Task Force member, Teresa Wheeler, just joined the meeting and asked that she introduce herself. Ms. Wheeler indicated she is a nontraditional student and attended Paducah Community College (PCC) from 1974 to 1976 and graduated with a nursing degree. She worked for a number of years in a hospital and then retired to raise a family. During the time that she was working she did look for a way to obtain her bachelor's degree but family obligations did not allow her to leave the area and at that time both Murray State and UK indicated they could not provide the necessary program. Once her children were grown Ms. Wheeler went back to school and graduated in December. She thinks the group is on target in recognizing the need to change delivery systems and that there are many options available. She indicated if the group wants to get the nontraditional student back and attract the younger student who cannot move away to attend college traditionally due to financial boundaries then different delivery models must be examined and the situation must be approached from a community standpoint. Ms. Wheeler concluded by thanking the group for allowing her to participate and provide a student's perspective. Mr. Williams indicated that Ms. Wheeler attended West Kentucky Tech at the same time she was attending MSU and she is the student responsible for outlining the importance of the two campuses working together.

Mr. Wheeler indicated there is a consensus that Murray State wants an additional facility in Paducah and he asked if the financial aspect is being left in Dr. Dunn's hands or whether he had a solution for that. Dr. Dunn replied that he does not have a solution for the financial aspect but as he approaches this work he sees the establishment of a guide path leading up to a future legislative session. He hopes that in the spring the Task Force will issue a recommendation or set of recommendations that could be presented to the MSU Board of Regents from which an approach could be developed that the Board is ready to move forward with. Dr. Dunn anticipates it would then take approximately 12 to 18 months from that point until the next biennial session to establish support and lay the necessary groundwork to move the optimal option forward.

Dr. Dunn stated that if the Task Force and Liaison Group consider the postsecondary education center as being the optimal model then there is work that must be done in conjunction with WKCTCS and with regard to each of the Six-Year Capital Plans and Capital Request Lists. The goal would be to recommend a plan of action in the spring with work continuing throughout the summer that can be advanced over the course of the next year. An ask would then be made during the 2010 legislative session because a lot of work must be undertaken within the community to build a groundswell and understanding around the initiative. Dr. Dunn mentioned that there are also different groups he still needs to talk with. He had a preliminary meeting with Elaine Spalding of the Paducah Chamber to discuss how he can capture the corporate and business community and this work must be done with regard to other sectors as well.

Regarding Dr. Dunn's remarks about going to Frankfort in 2010 and ensuring legislative support, Mr. Brockenborough feels the initiative would be more successful if the two institutions and two communities approach the legislature with one voice. There has not always been cooperation between the two entities and when he thinks about west Kentucky and WKCTC, especially regarding the options being studied, he thinks about graduation. He has attended six graduations at the community college where two valedictorians are chosen to speak, a technical college student and a traditional community college student. Inevitably one of those two students, if not both, is a nontraditional student who is at WKCTC out of necessity, perhaps having been displaced, and the college was their only option. Mr. Brockenborough reported it was not feasible for that student to commute to Murray State, Western, UK or anywhere else. They were either going to come to WKCTC to further their education or would not be able to obtain any additional education. He stated that type of student is precisely why the group does not need to

discuss who should own what or what is the best option for this institution versus that institution. He believes it is solely about providing further access to education for that student through the community college and ensuring access when the student attempts to obtain a four-year degree and does not like talking about options because he feels the overall goal is much larger. He indicated the group will reach its objective and the two institutions and communities will overcome any obstacles one particular option may present.

Chair Stout agrees with the concept Mr. Brockenborough is advancing but the logistical and political reality, from the standpoint of going back to the Murray Board, the Task Force needs to identify a model that demonstrates how Murray State can best fit and meet the need that exists in Paducah. He wants to be able to reassure the Board that the Task Force examined all options and carefully considered everything that was presented. Chair Stout further stated that as he educates himself on this issue and since coming on the Murray State Board he has learned more about the extended campuses and has become a large fan of the community college system for the very reason Mr. Brockenborough outlined above. He believes that many of these students, if not for the extended campuses, would not be able to obtain an education at all. He stated that because the extended campus already exists in Paducah, Murray State University must make education offered there as accessible as possible. The Paducah community must embrace the idea and support Murray State in making its legislative request.

Chair Stout indicated that when the Hopkinsville facility was constructed even though it was a different model, it took a push from the community and a unified effort with the University to give the initiative the momentum needed to come to fruition. MSU is now working to put programs together to meet the needs of that community. Madisonville Community College is also being studied and it too required a strong push from the community to accomplish what has been achieved there. Chair Stout stated that WKU proposed a facility in Owensboro and the community really put their money where their mouth was as evidenced by the fiscal court going out and buying property. This action provided a strong reaffirmation that the community wants this campus in this accessible location directly across the street from the community college. Chair Stout pointed out that in all three examples strong support from the community exists and the University is not the only one carrying the ball. He feels it is important for the Task Force to agree on one specific option to advance from both the standpoint of the MSU Board and the legislature and that simply endorsing a concept will guarantee success. He indicated that this would require the push of Murray State, the community, governmental institutions and the private sector. He stated that there is considerable political muscle in the Purchase area and Paducah and Murray will both need to make the push together.

Mr. Brockenborough reported that the goal is to determine how to get as many students as possible through the system and that currently only 19 percent of Kentuckians have four-year degrees. Mr. Williams stated that Mexico has a higher percentage than Kentucky. Ms. Gwinn added that the group could indicate to Frankfort that it has identified a need for nuclear engineers but the legislature will not take the group seriously unless the Task Force has undertaken the approach from the perspective of where the actual jobs are going to be. Mr. Williams believes that the more one identifies with reality the easier it is to manage reality. He is pleased with the leadership of Dr. Dunn and Chair Stout because it gives him the hope of a new regionalism.

Mr. Wheeler indicated that in November when this project was first discussed there was a strong letter from the Paducah community leaders indicating their 100 percent support for the project. There was not a model in place at the time and all that was discussed was whether Murray and Paducah could benefit from a larger Murray State presence in Paducah and he does not believe there could not be any stronger census for the initiative. Ms. Wilson indicated there are surrounding counties that stand to benefit much more so than McCracken County and those include Ballard, Carlisle and Fulton. Ms. Gwinn cautioned that once the student enters the system it does not mean they will automatically begin earning college credit because over 70 percent of entering freshmen must take at least one remedial course which illustrates that the high schools are not providing adequate preparation for college.

Mr. Williams indicated one point that has not been talked about is the significance of transfer students completing their degree at the associate level and then moving into the junior and senior program. Statistically today the number one flaw and the worst performer in meeting this initiative is the issue of transferability from the WKCTC to the regional universities. He stated that increasing the transfer rate statistically was one of the largest sources of doubling the

numbers in the forecast ten years ago and today it is dragging the bottom. Mr. Williams indicated that focus should be placed on capturing more students from the transfer standpoint at that particular point in their educational careers. Chair Stout reported that statistics show there are 14,000 individuals in McCracken County alone who have some college credit but not a four-year degree and Mr. Williams added that approximately 4,000 of those individuals already have a two-year degree.

Ms. Gwinn stated that there might be a way to rethink what qualifies for a degree. She provided the example of her son who is an economics major from UK but has not completed his degree because he is missing a Spanish course and Science 101. She indicated if Murray State would allow him to complete his degree with 12 to 15 hours of additional coursework and expense instead of having to take an additional 30 to 36 hours from MSU that would be ideal. He could be referred to as a UK major but Murray State degree recipient. Mr. Anderson stated that what should be happening in this scenario is that the student is able to take those courses through Murray State and then transfer them back to UK. Mr. Wheeler indicated that transferability at the Engineering School is practically invisible because their process has evolved with hard work from all three institutions. The freshman knows that every one of his or her credits will be applied and they will be able to graduate in four years. Chair Stout stated that he does not believe a problem exists with transferability of credits from the community college to MSU. Mr. Williams reported that 100 percent of the students would not agree with this statement.

Chair Stout clarified that the leakage being referred to is not so much due to incompatibility and transferability of credits but has more to do with marketing and culture. Ms. Wheeler stated her overall experience was that transferability was very easy and both colleges made an effort to determine which courses she needed to complete in order to earn her degree but did require some initiative on her part. Mr. Anderson stated that in 1996 when the general education transfer agreement went into effect allowing the associate of science degree to be accepted for general education completion, from that day forward there have been very few problems in working with Murray State. The biggest problem with the general education transfer agreement did not relate to community college students transferring to four-year schools but instead pertained to when a student attempted to transfer from Murray to UK and the receiving institution did not want to accept those courses.

Dr. Dunn indicated that there are issues Murray State University must address in Paducah and many of those have been discussed, including transferability, marketing, appropriate programming and staffing needs – all within a very tight budget environment – and they will need to be handled in more vibrant ways than in the past. He stated that the University must first make a decision because it cannot tie into the next 25 years in the current facility. The Board authorized this Task Force, by unanimous vote, to review and address the issues that exist. He reported that the Task Force has a very specific charge and the first element that must be figured out is how the University offers what it does in Paducah and what facility will provide an adequate means of delivery. Once that has been figured out, then creativity can be unleashed on all the other issues mentioned during the meeting, including programs to be offered, space needs, marketing in the river counties, putting a staffing program together and improving transferability.

Ms. Wilson indicated that over the last several years both communities have demonstrated they can work together in making progress toward this goal. She suggested that Paducah needs to embrace the idea and work with Murray State in determining the best way to accomplish these objectives. Ms. Gwinn stated that currently Mid Continent University could decide to come in and do something a little differently and she cannot guarantee students will choose a public option over a private option. Dr. Dunn indicated that the University will stand in that game and that is why it is undertaking this initiative. MSU does not want to concede territory to Mid Continent because it the regional state university.

Ms. Matlock asked members of the WKCTC/PJC Liaison Group if they wanted to add or subtract from any of the pros or cons of the different models being considered. Ms. Gwinn indicated that the only reason the Crisp Center is there is because Mr. Crisp made it available. Dr. Dunn clarified that he made it available to UK and then Murray State was able to acquire it on a lease/purchase agreement. The group reached consensus that the Paducah community would have no particular compelling arguments for continued use of the Crisp Building. Mr. Williams indicated the only possible reason to continue in the current facility would be from a cost standpoint. Dr. Dunn indicated that some in the area, including some members of the Board

of Regents, think renovation of the Crisp Center may be optimal. Mr. Wheeler indicated those people have not walked through the Center when the roof is leaking. Mr. Williams stated one member of the Task Force not present this afternoon is Rex Smith, Chair of the GPEDC, and he has put the priority on the table that from his perspective there's no point in moving forward unless only a first class facility is being considered to address the marketing aspect of the project.

Ms. Gwinn questioned whether Option 4 is off the table for the same reason. Chair Stout indicated that the Task Force has not officially voted but he thinks as far as discussion that has already taken place and from a realistic standpoint Options 1 and 4 are considered to be the least desirable. He stated that in order to maintain Murray State's integrity with regard to the high national rankings a first class facility is the only acceptable option.

Chair Stout stated that Option 2 is for a stand-alone facility that Murray State would control exclusively and can be considered the Hopkinsville model or the Owensboro/West Kentucky model. One of the pros that arose during the process is that there is a fair amount of dialogue between Murray and Western and all the regional universities realize the importance of their extended campuses and are reviewing and evaluating their effectiveness. WKU has adopted the position that they will not undertake a similar effort unless Option 2 is the model used due to the fact that many problems arose with management, space allocation and control of the facility.

Ms. Gwinn stated that the con under Option 2 stating that a facility on MSU property is less liked by WKCTC should be removed. She indicated interest centers around providing students with opportunities for education that are not currently available on the existing campus. Under the same option, Ms. Gwinn also asked that a question mark be added next to the con of the Crisp Center Empty/South Side Development because the economic activity on the south side is increasing and that building will likely have value. She also questioned the con stating MSU would have to "lead" here with politics, etc. and stated she is not sure that is true so long as the community college students are the beneficiaries of the initiative. Chair Stout indicated this is where community support plays a vital role and as a result of the Chamber of Commerce presentation where legislative priorities were discussed, a letter was sent to the University that provided a very strong endorsement for increasing Murray State's presence in Paducah by the various economic constituencies in Paducah as well as the PJC and WKCTC boards. Ms. Gwinn asked if the con of Option 2 of being probably the most expensive option was listed because it would involve the purchase of land and if that is the case she added that no matter where the facility is located there will most likely be cost associated development. Dr. Dunn indicated that thinking was that greater cost would be involved due to the purchase of land. Chair Stout indicated that particular con would be deleted if land is made available to the University. One of the pros of Option 2 is that the PJC may have land and a question was asked as to whether such land exists. Dr. Veazey indicated that PJC owns all of the land and where there are state-owned facilities the Foundation has donated that land to the state. Chair Stout clarified that the question is whether the PJC has land that could be made available and Mr. Wheeler stated this would be the case.

Chair Stout asked for clarification regarding the scope of land PJC owns. Mr. Wheeler indicated the PJC owns 30 acres on the I-24 end of campus and just purchased 30 more acres on the other end of the campus so there are approximately 60 acres of land available. Mr. Williams then provided a map showing the acreage owned by the PJC and the location of that land. He indicated one area he has specifically discussed as being an ideal location is the hill facing I-24 across from the Engineering School, an area that is highly visible from I-24.

Chair Stout indicated that Option 3 is the Postsecondary Education Center at WKCTC or the Madisonville model. Dr. Payne stated that over the past several years WKCTC has received numerous requests from other colleges that want to come on campus. She indicated they are very diligent regarding this issue and asked where Murray State stands in regard to letting other colleges come on campus to provide postsecondary education. She further stated that in the past WKCTC has prohibited other colleges from coming on campus if it is something that Murray State can provide. Chair Stout feels that from a practical standpoint this is one of the two top models discussed by the Task Force.

Chair Stout stated that he is curious to see the demographic information that comes from other universities as identified by Mr. Williams in regard to the multi-campus concept. With this option at some point in time Murray State would not be spearheading the initiative and would

simply become a player. From a practical perspective, MSU would not be in the lead but would be committing resources necessary to construct a facility with other universities being allowed to offer their courses in the same building. He believes it would be hard for him to sell this option to the MSU Board of Regents and provide a convincing argument that this is where University capital and resources should be directed.

Ms. Gwinn indicated that there is a strong culinary program at WKCTC and private colleges have expressed interest in providing the third and fourth year of culinary studies. She asked whether under either Model 3 or 5 if Murray State would allow that type of arrangement to happen. Chair Stout indicated that from a personal standpoint he has always felt if Murray State could not offer or would not offer a particular program, then there has to be some mechanism to make that program available to meet the needs of the community. Dr. Yates reported that Murray State currently allows Western to bring their Master of Social Work program to WKCTC and has even provided them with facilities because MSU does not offer a Master of Social Work and does not have a problem managing a program that is needed in the community.

Ms. Gwinn asked whether Murray State has considered offering the first two years of medical school and stated that Paducah is the regional center for health services and could benefit from such a program. Dr. Dunn stated that he is more capitalist in these approaches, indicating that if WKCTC wants to invite in a group to capstone an associate's program then that is fine with him. He believes higher education is moving to a market driven approach and this is why the issue is being addressed. He stated that currently there is nothing stopping Mid Continent from being the primary provider in Paducah but for some reason it is thankfully not doing so. Dr. Dunn reported that MSU is trying to determine how best the University can ready itself for this particular market. He believes the facility must be addressed first and then other attendant problems can be examined.

Additional Data and Next Steps for Task Force

Chair Stout suggested that the Task Force reconvene within the next couple of weeks to think about what has been discussed and determine whether the Task Force and Liaison Group need to meet again to refine various issues. Dr. Dunn reminded all that the information Mr. Williams requested would also need to be researched and presented at the next Task Force meeting.

Task Force members agreed that the next meeting would be on Monday, April 21, 2008, at 5 p.m. in the Crisp Center. Chair Stout indicated it is probable following the meeting that the Task Force will want to meet with the Liaison Group again. Mr. Williams stated that he would be out-of-town for the month of May but could participate via conference phone.

Other Issues

Chair Stout stated that he hopes the Liaison Group members see the different perspectives from which MSU has examined this issue and understand the issues facing the Task Force. The charge for the Task Force is to report back to the University Board of Regents with recommendations regarding programs, facilities and an increasing presence in the Paducah and McCracken County area.

Mr. Anderson asked whether in regard to the facility in Hopkinsville MSU would be opposed to allowing Western to offer a Master's Degree in Social Work or something Murray State did not offer. He also asked if a facility were built on the WKCTC campus and Southern Illinois University wanted to offer a program that MSU does not offer whether they would be allowed to come into the facility that MSU built. Dr. Dunn indicated Murray State would listen to their pitch and analyze the details but would most likely not prohibit them from offering their program in Murray State's building. Dr. Dunn stated MSU has an obligation to talk to anyone whether a deal results from that or not. Mr. Anderson indicated that a lot of schools have expressed an interest in moving into Paducah to offer various programs and he thinks it is worth arguing that WKCTC must look at that in making their decisions.

Dr. Yates stated that one of the problems that the University would have, just as WKCTC would have on its own campus, is that MSU programs and offerings are going to have priority. One thing that the University discovered in Hopkinsville after building the new facility is that at the same time other schools wanted to offer classes (late afternoon and early evening) the classrooms

were already full of Murray State classes. Interactive television classrooms are already booked from mid-afternoon to late evening every night so it is not so much that MSU doesn't want to cooperate with another University as much as it is the University is already utilizing the space.

Mr. Williams stated inquiries are coming in from other places and asked what would happen if a total open door policy was in place. He stated that one of the key spokespersons for the Task Force is Dr. Daniel Wann, MSU Professor of Psychology, who addressed this issue. If there are half a dozen schools coming in offering the courses in most demand and they all offer the same course, Dr. Wann would most likely say there will be some grade inflation and the schools will be competing for the highest dollar faculty members. Dr. Dunn indicated if that sort of thing is allowed typically the result is less breadth of programs. Mr. Williams stated he is reviewing the other community models in regard to competition and breadth and there appears to be a lot of graduate effort and little competitiveness with all offering the same courses but how the universities reached this point is another question.

Mr. Williams indicated that another dimension to be considered is if computers are being used for course delivery one must consider which server those computers are connected to. He indicated that is where the dynamics of real estate management come into play. He indicated that the Task Force has not overturned every stone but he wanted to provide the Liaison Group with an idea of the depth with which the Task Force has already debated the various alternative models.

Dr. Freeman stated that if Paducah uses political and community capital to build a building that Murray State controls there may not be room to bring other programs that might effectively serve students in a non-competing environment and that leads him to question whether to expend community and political capital to obtain a building that MSU controls. Dr. Freeman stated that what Mr. Anderson is trying to say is once that capital is expended it is gone and Dr. Dunn indicated he understands. Dr. Freeman believes it falls to what is in the best interest of the students and what is in the best interest of the region


Adjournment

Chair Stout thanked everyone for attending and for remaining focused. He indicated that the Task Force has set a goal of making a recommendation to the MSU Board by the middle of the year and believes the group is on track to do so.

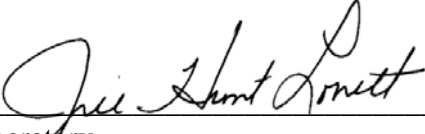
The joint meeting of the Paducah Task Force for Developing Murray State University's Extended Campus at Paducah and West Kentucky Community and Technical College (WKCTC)/Paducah Junior College (PJC) Liaison Group adjourned at 6:40 p.m.

Final Version

Approved at the March 31, 2008, Task Force Meeting



Chair



Secretary