

**Minutes of the Task Force on Developing Murray State University's
Extended Campus at Paducah Meeting
Monday, April 21, 2008
Crisp Center – Room 76 – 3000 Irvin Cobb Drive – Paducah, KY
5 p.m.**

Mr. Alan Stout, Chair of the Task Force on Developing Murray State University's Extended Campus at Paducah, convened the meeting at 5:10 p.m. and the following members were present: Randy Dunn, Alan Stout, Phil Bryan, Pam Matlock, Brian Van Horn, Daniel Wann, Teresa Wheeler, John Williams, Sandra Wilson, John Yates and Jill Hunt Lovett. Absent: Eric King, Laxmaiah Manchikanti and Rex Smith.

Minutes of the Paducah Task Force and West Kentucky Community and Technical College (WKCTC)/Paducah Junior College (PJC) Joint Meeting on March 31, 2008, approved as amended

Mr. Williams requested that the reference to Western Kentucky University on page 11 be amended to read West Kentucky Community and Technical College. Ms. Wilson moved, seconded by Ms. Wheeler, that the March 31, 2008, minutes be approved as amended. Motion carried.

Information Requested by Task Force on Other Multi-University Centers

Dr. Van Horn reported that four additional multi-university centers had been reviewed and those models include the Higher Education Center - West River in Rapid City, South Dakota; the Northern Idaho Center for Higher Education at Coeur d' Alene; Great Falls Higher Education Center in Montana and Northwestern Michigan University Center at Travers City. He tried to research the higher education center in Yuma, Arizona, both on-line and through contacting university officials but was unsuccessful collecting any meaningful data. Dr. Van Horn stated that a similar amount of program duplication exists among these four institutions with multiple schools offering the same type degree programs, including those in education, nursing, psychology, communication and business.

Dr. Van Horn reported the higher education center at Montana State University – Great Falls College of Technology – offers several certificate programs. Those certificate programs are reflected in the research but are not currently offered by MSU due to the University's mission statement of not overlapping with what is being offered at the community colleges. Dr. Van Horn clarified that the term "certificate" applies to a program such as cosmetology. Dr. Dunn stated that these centers offer four to six courses around a specialty area and if an individual completes those courses it actually comprises a certificate program which is endorsed on their transcript as an area of expertise and the person can then market that specialization. He added that the American Humanics program at Murray State offers a certificate program in non-profit administration.

In reviewing the data Dr. Yates observed with regard to the four centers that it was readily apparent the centers were started as a result of an identified need in each location for a center that would offer the variety of degrees that no other institution in the area was providing. Dr. Van Horn added that one justification for expanding the space available for course offerings in Paducah would be to greatly increase the breadth of the curriculum. Mr. Williams pointed out that in two of the three examples a dominant organization is responsible for delivering the majority of programs.

The issue of grade inflation was discussed and Dr. Van Horn stated he has talked to colleagues regarding their experiences with multi-campus models and they indicated grade inflation does exist to a certain extent mainly due to intense competition for students.

Discussion and Action Regarding Establishment of Priorities

Dr. Dunn reported the Task Force researched priorities and through pro and con analysis examined five feasible options for higher education delivery models that would address the need for expanded educational offerings in Paducah and that a plan of action now needs to be developed. He stated two of those options have been identified as being optimal or dominant in

terms of advancing them to the MSU Board of Regents but he believes the issue needs to be revisited among Task Force members to determine if that is the collective sentiment of the group. The outcome will be a final summary report outlining work that has taken place to this point and which will be submitted to the Board of Regents for approval. The report will recommend the approach the Task Force believes the Board should take, including the rationale behind that recommendation. Chair Stout stated that his vision has always been for the Task Force to make a specific recommendation to the Board of Regents after studying the issue thoroughly and considering all proposed options. Ms. Wilson added she anticipates the recommendation will be one the Paducah community has embraced and is willing to support.

Mr. Williams reported the entire process undertaken by the Paducah Task Force has been educational and informative and he came into the process last fall with no preconceived notions or conclusions and remained totally open-minded throughout the undertaking. As the Task Force moved through the steps and as data has been collected and studied, he also took into consideration what is practical and politically possible. He believes constructing a new facility on the WKCTC campus is one option that carries considerable merit. He added that thinking on the WKCTC campus has historically centered on the communiversity concept and that is evident from the joint discussion with the Paducah Task Force and PJC/WKCTC Liaison Group. He prefers not to be bound to any one model until the full portfolio of what is needed can be provided and cited as an example an advanced culinary arts program that is needed in Paducah as being one Murray State would not likely offer. He added that the Master of Social Work degree offered through Western Kentucky University would be another good example of a program needed in the area but not offered through MSU.

Mr. Williams stated that with regard to the extreme vision expressed by many members of the Liaison Group for a communiversity he has now come to the conclusion that would be the wrong option for the WKCTC campus and the right conclusion would be to construct a brand new facility, owned and controlled by Murray State, located on I-24 with the “wow factor” and with the caveat that in order to achieve cooperation between the various constituencies involved, the facility would include a wing devoted to other missions in western Kentucky, including culinary arts and programs not offered by Murray State. A Memorandum of Agreement would provide MSU with the right of first refusal and the core building would be under the control of Murray State. Mr. Williams indicated the proposal to the WKCTC Board and the PJC Foundation should be that Murray State requests land in a prime location on I-24, directly on the WKCTC campus, for the optimum convenience of students. An extensive marketing initiative must be undertaken to change the culture and the mindset of the population. Establishing a location directly on the interstate is an excellent means of drawing more students into the classroom. Mr. Williams stated that while this option best addresses the educational need in the Paducah and McCracken County area, the pros and cons listing must be reviewed and modified to more accurately reflect the sentiment of the WKCTC/PJC Liaison Group.

Mr. Williams stated the meeting the Task Force held with the WKCTC/PJC Liaison Group was absolutely necessary but that he and others agree a sense of urgency exists and there is a limited window of opportunity to capitalize on this initiative and the process should not be delayed any longer than necessary. He added it would not be beneficial for Murray State to appear before the state legislature alone and reminded the Task Force members about comments from the Liaison Group that the two entities should appear before the legislature “arm-in-arm.” Mr. Williams reported that he has indicated to Liaison Group members that even though they endorse the option proposed above, they also continue to be supportive of the communiversity concept and that is in essence working against the other options being explored.

Mr. Williams stressed the need for a change in thinking and Ms. Wilson reported that a special meeting took place which included several members of the WKCTC/PJC Liaison Group and during the meeting each of the pros and cons earlier identified by the Task Force were examined. It was clearly reported to the representatives present that the concept of Murray State owning the building was a plan Dr. Dunn could advance to the MSU Board of Regents. Mr. Williams believes if Murray State must own and control the building in order to make this initiative happen, then that should be complemented by including a wing to be used for other purposes but exactly how that is accomplished warrants further review.

Task Force discussion then centered around the marketing initiative Murray State would undertake to sell this initiative and all concurred on the importance of each of the constituencies understanding that the target audience for the program would be the approximately 15,000

individuals in the Paducah-McCracken County area who have some higher education but have not earned a degree. These individuals would not otherwise be able to complete their education unless they did so on the WKCTC campus and would be unable or unwilling to travel to the flagship campus in Murray. Dr. Dunn reported if Murray State controls the building in Paducah, a provider could approach the University and submit a proposal to provide a particular program not currently being offered. Murray State officials would then review the proposal to determine whether it has merit or is a program the University could offer. If MSU is unable or unwilling to offer the program, the inquiring institution would be given the opportunity to do so.

Mr. Williams stressed that he has no desire to see one less student on the Murray State campus and Dr. Wann added that the perception of some is that is exactly what will happen by increasing educational opportunities in Paducah. Ms. Wilson inquired as to whether the same principle would hold true in Hopkinsville or Madisonville. Chair Stout indicated those areas are different and Dr. Yates stated that individuals in Murray believe very strongly that Paducah is close enough for students to drive to but generally accept that Hopkinsville and Madisonville are further away and students are not able to commute daily from those campuses. Ms. Matlock reported that 80 percent of those who come to her with the same argument, when presented with the facts of who the target audience is, accept the explanation. Dr. Wann stated many are concerned that Murray State is going to lose the 19-year-old graduating high school senior but after data uncovered by the Task Force is explained, he believes 85 percent of those individuals would understand the facts.

Ms. Wheeler indicated that in western Kentucky a new higher education delivery model must be developed because the traditional model no longer meets the needs of the area. The Task Force must recommend the next step, taking history of the situation into consideration, but also being careful to not let a few individuals hold the initiative back. The Paducah Task Force must make the recommendation that is in the best interest of the communities and the students because that is its mission and purpose. Ms. Wheeler believes if the majority of the population in both areas can be educated to the changing market that exists and how this change will positively impact the communities, then the benefit will become clear. Political sensitivities must be recognized but those not involved in politics but solely interested in the good of the community will understand and support the concept.

Mr. Bryan stated in regard to recruiting students there will be a new building that bears Murray State University's name and people in Paducah will see the University is very active in their community and the enrollment of new freshmen on the flagship campus in Murray will actually increase. Mr. Williams indicated this would also help MSU become more competitive with the University of Louisville (U of L) and address the mass exodus of students leaving to attend the U of L that is currently happening due to their enhanced marketing efforts. Ms. Matlock feels the best selling point remains that research is solid and enrollment growth for Murray State will only be evidenced through outreach programs and that what is being proposed is a positive initiative for both communities. Chair Stout added that enrollment on the main campus is stagnant and any current growth is taking place at the extended campus sites and that fact must be taken into consideration.

Mr. Williams distributed a revised pros and cons document for *Option #2 – Construct New MSU Facility on WKCTC Campus*. After discussion and debate the Task Force revised and concurred on the following pros and cons document which reflects changes requested by the Liaison Group.

OPTION #2: CONSTRUCT NEW MSU FACILITY ON WKCTC CAMPUS

Pros

- Designed to MSU Needs and Programs
- Efficient Alternative to Support Degree Completion
- Allows us to Access WKCTC/I-24
- Close Proximity to WKCTC (Feeder/Recruiter Market to Main Campus)
- Eliminates Nontraditional “Fear Factor”
- Visibility – Increase Recruitment, Marketing
- Visibility – Identity as MSU
- PJC Does Have Land
- Attraction to MSU Faculty
- Attraction to Students with Other Services MSU Could Provide

- Passionate and Bold Stroke
- I-24 Welcome Center for all of MSU
- Joint opportunity with WKCTC to promote with the state, if MSU will allow space to be available for other curriculum needs that MSU does not offer to be in the designated wing of the building for such offerings.

Cons

- Crisp Center Empty/South Side Development – but this could also be an opportunity
- Less Convenient to Livingston County

Dr. Dunn indicated that the Task Force needs to conclude the meeting with a sense of where it is headed and earlier unanimously determined it would be most advantageous to submit one recommendation to the MSU Board of Regents for approval. As the first step in this process, the Paducah Task Force instructed Chair Stout to send a letter of inquiry to the WKCTC/PJC Boards indicating that consensus of the Task Force at this point is the ideal option would be to construct a new facility, controlled by Murray State University, facing I-24 on the WKCTC campus. Chair Stout reiterated that Murray State having a strong presence at this location would actually result in increased enrollment on the main campus. Mr. Williams requested that the modified pros and cons document be included as an attachment to the correspondence to the PJC Foundation and WKCTC Board.

The Task Force requested Chair Stout transmit the information to both the PJC Foundation and WKCTC Board for their reaction and comment on the recommendation and pending preparation of the final Paducah Task Force report. Chair Stout indicated that he would like to provide the MSU Board of Regents with an update on the progress of the Task Force at the May quarterly meeting indicating that it has reached a consensus and he has been instructed to make an overture to both the WKCTC and PJC boards with the goal of making a formal recommendation to the Board of Regents during the September quarterly meeting. Chair Stout requested that all members of the Paducah Task Force make an effort to attend the September Board meeting. Ms. Lovett will inform Task Force members of the date of the September quarterly meeting once that has been determined.

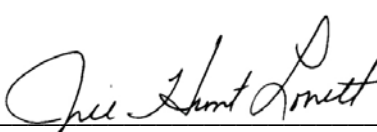
Ms. Wilson moved, seconded by Mr. Bryan, that the Task Force on Developing Murray State University's Extended Campus at Paducah instruct Chair Stout to communicate to the Paducah Junior College Board and the West Kentucky Community and Technical College Board that the collective consensus of the Task Force at this time is that the optimal option, of the five studied to expand programs and services in the Paducah and McCracken County area, is to construct a new MSU-owned facility on the WKCTC campus. Further, it is the intent of this motion to foster discussion with the PJC and WKCTC boards around their support for this option, pending preparation of the final Task Force report. Motion carried unanimously.

Adjournment

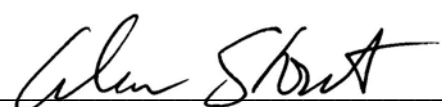
Dr. Wann moved, seconded by Ms. Matlock, that the April 21, 2008, meeting of the Task Force on Developing Murray State University's Extended Campus at Paducah adjourn. Motion carried. Adjournment was at 7 p.m.

Final Version

Approved at the August 11, 2008, Task Force Meeting



 Secretary



 Chair