

**Minutes of the Quarterly Board of Regents Meeting and Committee Meetings
Murray State University
February 24, 2017**

Call to Order/Roll Call

The Board of Regents (BOR) of Murray State University (MSU) met on Friday, February 24, 2017, in Quarterly and Committee Session in the *Jesse Stuart Room* in Pogue Library on the main campus of Murray State University. Chair Stephen Williams called the meeting to order at 8 a.m. and welcomed those present.

The roll was called and the following members were present: Clinton Combs, Katherine Farmer, Sharon Green, Susan Guess, Daniel Kemp, Jerry Rhoads, Lisa Rudolph, Phil Schooley, Jenny Sewell and Stephen Williams. Absent: Walter Bumphus.

Others present were: Robert O. Davies, President; Jill Hunt, Senior Executive Coordinator for the President, Coordinator for Board Relations and Secretary to the Board; Renae Duncan, Acting Provost and Vice President for Academic Affairs; Jackie Dudley, Vice President for Finance and Administrative Services and Treasurer to the Board; Don Robertson, Vice President for Student Affairs; Adrienne King, Vice President for University Advancement; Bob Pervine, Acting Vice Provost; Bob Jackson, President, Murray State Foundation; Allen Ward, Athletic Director; Fred Dietz, Associate Vice President for Enrollment Management; Renee Fister, Senior Presidential Advisor for Strategic Initiatives; John Rall, General Counsel; David Burdette, Interim Chief Facilities Officer; Michelle Saxon, Internal Auditor; the Collegiate Deans and members of the faculty, staff, students, news media and visitors.

AGENDA

<u>Roll Call</u>	Secretary Hunt
<u>Minutes of the Quarterly Board of Regents Meeting and Committee Meetings – December 9, 2016*</u>	Chair Williams
<u>Public Participation</u>	Chair Williams
<u>Board Development: Murray State University Foundation</u>	Foundation President Jackson
<u>Report of the Chair</u>	Chair Williams
<u>Report of the President</u>	President Davies
<u>Report of the Constituency Regents</u>	Regent Farmer Regent Schooley Regent Combs
<u>Report of the Treasurer*</u> (Quarterly Financial and Investment Reports)	Vice President Dudley
<u>University Budget Update (For Information Only)</u>	President Davies/Vice President Dudley
<u>Student Health Services and Auxiliary Services Consultant Reports*</u>	President Davies/Vice Presidents Dudley and Robertson
<u>Strategic Plan Update (For Information Only)</u>	Sr. Pres. Advisor for Strategic Initiatives Fister
<u>Retirement of the MSU Comprehensive Plan*</u>	Sr. Pres. Advisor for Strategic Initiatives Fister/Dir. for Inst.

Effectiveness Wezner

**Murray State University – Annual Police Department
Report (For Information Only)**

Chief Herring

Committee Reports/Recommendations

- A. Academic Excellence and Scholarly Activities Regent Bumphus
- 1) EDGE – Office of Experiential Education Update (For Information Only)
 - 2) Program Proposal: Master of Science in Occupational Therapy (For Information Only)
 - 3) Center for International Business and Trade Update (For Information Only)
 - 4) Mid-America Remote Sensing Center (MARC) Name Change to Mapping Applications and Resource Center (MARC) (For Information Only)

NOTE: **Full Board action will follow Committee action.**

- B. Audit and Compliance Regent Sewell
- 1) Auditing Services Contract*

NOTE: **Full Board action will follow Committee action.**

- C. Buildings and Grounds Regent Green
- 1) Transfer of Old Breathitt Veterinary Center Property*
 - 2) Major Projects Update (For Information Only)

NOTE: **Full Board action will follow Committee action.**

- D. Enrollment Management and Student Success Regent Rudolph
- 1) Spring 2017 Preliminary Undergraduate and Graduate Enrollment Update and Fall 2017 Undergraduate Applications Update (For Information Only)
 - 2) Spring 2017 Retention Update (For Information Only)
 - 3) Office of Multicultural Affairs Update (For Information Only)

- E. Marketing and Community Engagement Regent Guess
- 1) Gifts-in-Kind:
 - a. ADTRAN Telecommunications Laboratory Equipment for Murray State Telecommunications Systems Management Program
 - b. iwis engine systems Chevrolet VOLT for the Murray State Institute of Engineering
 - 2) University Advancement Update (For Information Only)

- F. Finance Regent Kemp
- 1) Quasi-Endowment Designation – Student-Athletes*
 - 2) Annual Lease Report*
 - 3) Fiscal Year 2017-18 Budget Preparation Guidelines*
 - 4) Personal Services Contracts*
 - 5) Projects Approved by the Board Chair*
 - 6) Personal Services Contracts – Schedule of Expenditures (For Information Only)

NOTE: **Full Board action will follow Committee action.**

- G. Legislative and Economic Development Regent Rhoads
- 1) Legislative Update (For Information Only)

Policy Changes*

President Davies

- A. Mission Statement Review Policy and Procedures
- B. Student Life: Alcohol and Other Drug Policy

Personnel Changes*

President Davies

- A. **Dean – College of Humanities and Fine Arts Appointment**
- B. **Two-Year Offer of Employment – Men’s Basketball Assistant Coach**
- C. **Salary Roster**
- D. **2017-18 Faculty Sabbatical Leaves**
- E. **Staff Leaves of Absence Without Pay**

Supplemental Materials (For Information Only)

President Davies

- A. **Quarterly Risk Management Report (For Information Only)**
- B. **Quarterly Capital Construction Report (For Information Only)**
- C. ***Good News Report* (For Information Only)**
- D. **Sponsored Programs – Grants and Contracts Report**

Other Business

Adjournment

(*Requires Board of Regents Action)

Minutes of the Quarterly Meeting and Committee Meetings of the Board of Regents on December 9, 2016, approved

Mrs. Guess moved that the minutes of the Quarterly Meeting and Committee Meetings of the Board of Regents on December 9, 2016, be approved as submitted. Mrs. Sewell seconded and the motion carried.

Public Participation

Chair Williams announced that there were no individuals signed up for the Public Participation portion of the agenda.

Board Development: Murray State University Foundation

Dr. Davies reported that during the Annual Advance the idea was formulated to provide the Board with a training opportunity during each Quarterly Meeting related to various University units. The information being presented today with regard to the Murray State Foundation represents a timely discussion in light of what is occurring at universities across the Commonwealth and the country. Dr. Jackson will present information on the governance and structure of the MSU Foundation and how that entity works together with the University.

Dr. Jackson introduced Susie Malloy who serves as Controller for the Foundation and is a Certified Public Accountant. Prior to Ms. Malloy, Ellen Dale served as Controller for the Foundation for many years. Prior to Ms. Dale, Ms. Malloy was actually Controller for the Foundation – meaning that over the last 25 years the MSU Foundation has had two Controllers and there have been only two Chief Executive Officers – Drs. Tim Miller and Bob Jackson. This represents solid continuity of leadership which is essential for the effective operation of the Foundation. Dr. Jackson further reported the following:

- The Murray State University Foundation, Incorporated was established in 1946 and was formed by a group of alumni and community leaders to establish an independent entity to support the University.
- The Mission of the Foundation is to “do and perform all things necessary for the development, growth, expansion, progress, accomplishment of educational objectives, development of the physical plant, improvement of the faculty and aid to the student body and alumni of Murray State University.”
- The Foundation is a Kentucky, non-profit 501(c)(3) corporation that is separate, independent and not affiliated with the University. It is an umbrella organization for accepting and managing private support to the University and providing accountability to donors.
- The Foundation takes seriously its responsibility of public confidence and private trust which includes donor and gift confidentiality, management of endowments and guidelines, prudent management/stewardship of invested funds and annual audit/Internal Revenue Service 990. There is slightly less than \$100 million that the Foundation has primary responsibility for managing.
- The MSU Foundation has an annual audit each year conducted by RubinBrown which issued an unqualified, “clean” audit at June 30, 2016. There are approximately 700 endowment funds and

2,200 restricted funds, representing a great deal of activity in terms of funds being held and managed on a daily basis by the Foundation to ensure they are being expended as intended by the donor.

- Properties owned by the Foundation which are leased to the University include the Hutson Farm, the Pullen Farm, the Arboretum, Eagle Rest Plantation and the Sorority Suites. The Foundation also owns and manages Miller Memorial Golf Course which benefits Racer Athletics, students, faculty, staff, alumni and friends. Will Snodgrass, Miller Memorial Golf Course Manager, has done an excellent job managing Miller Golf Course for over 20 years. This represents the finest golf course in a multi-state region and is an asset to the University. Miller Memorial Golf Course has been named the top golf course in this multi-state region and is home to the Racer Golf programs.
- There are 22 voting members of the Foundation Board of Trustees. Ex-officio members include the President of the University, Regents Steve Williams and Jerry Rhoads and Murray State Alumni Association members Dr. Elizabeth Bailey-Smith and Colonel Jerry Penner.
- The Foundation officers comprise the Executive Committee: Jerry Shroat, Chair; Harold Doran, Jr., Vice Chair; Steve Story, Treasurer; George Long II; Tammie Riggins, Secretary and Dr. Jackson as Foundation President.
- The Foundation provides support in terms of scholarships, professorships, academic enhancement, athletics (former Racer Foundation) and WKMS-FM Radio Station. Grants made on behalf of Murray State totaled \$3.6 million in FY16 and the Foundation touches every area of the University.
- At June 30, 2016, MSU Foundation assets totaled \$109 million with approximately \$64 million of that amount being endowed. The Foundation holds and manages \$24.6 million for Murray State University and the Alumni Association.
- The Foundation has professional active investment management practices with Capital Guardian, Vanguard and Hilliard Lyons Trust Company. Capital Guardian has served as a long-term manager for the Foundation over the last 25 years and primarily handles the fixed income portfolio. Vanguard is a relatively new manager for the Foundation and currently handles the largest portion of Foundation assets. Hilliard Lyons Trust Company in Louisville assists the Foundation with charitable trusts and gift annuities that must be individually managed. The investment pool annual return from FY17 to date is 9.03 percent and since 1991-92 has averaged 6.69 percent.
- One of Dr. Jackson's primary responsibilities is advising, securing and managing estate and planned gifts. Some of the largest gifts the University and Foundation have received in their histories came through estate gifts. Recent estate and planned gifts include the L. D. Miller Trust (\$1.15 million) for the benefit of Miller Memorial Golf Course, Eagle Rest Plantation (\$2.6 million) representing a gift of 540 acres, Andy/Brandon Buhler Farm (\$975,000) representing a 50 percent interest in operating a farm in trust, the Racer Foundation (\$1.2 million in real estate) and pending bequests. The Eagle Rest Plantation is one of the largest gifts to the institution and the *Hutson School of Agriculture (HSOA)* and will pay dividends for many years. The Buhler Farm is located in a prime area on Ft. Campbell Boulevard in Hopkinsville, Kentucky, and is a 165-acre farm. Upon the death of Andy and Brandon Buhler, the farm will be sold but in the interim the Foundation manages the property, along with the family, and farming income provides a return to the Buhler Family Trust. Some Racer Foundation real estate has been sold within the last year to create an endowment to support Racer Athletics. Pending bequests are constant and include family estates and trusts.
- Charitable trusts, gift annuities, life insurance, bequests and real estate include planned gift portfolios totaling approximately \$26 million. In 2005 this figure was approximately \$4.5 million. There are 15 trusts and annuities which range from \$10,000 to \$1.75 million. There are 93 known bequest expectancies averaging approximately \$150,000.
- A chart was presented illustrating total assets of the MSU Foundation. In 1970 Foundation assets totaled \$358,946. From 2005 (\$58,763,037) when the last major capital campaign – *Hold Thy Banner High: A Campaign for the Students of Murray State University* – was conducted, Foundation assets have increased by 84.91 percent to \$108,656,171.
- A chart was presented illustrating the number of scholarships awarded. In 2005 when the capital campaign was started the goal was to double the number of scholarships and the total number has more than doubled – 2,118 scholarship being awarded in FY16. Scholarships will continue to be a focus for the Foundation and the institution – both on a need basis and on a merit basis. These represent privately-funded scholarships, not institutional scholarships, and in fiscal year 2000 totaled 897 scholarships. In terms of dollar amounts for scholarships, in 2005 there was \$819,132 being awarded in privately-funded scholarships from the Foundation. This figure increased significantly during the course of the campaign but when the Great Recession hit numbers decreased. Since that time the amount of scholarship dollars raised rebounded and in FY16 totaled \$2,621,467. For the upcoming fiscal year 2017-18 this number will increase again by approximately 3 percent (\$3 million total) which represents the amount available to be awarded in scholarships.
- The staff of the Foundation is small and includes the President and Controller, as well as Tammie Riggins, Executive Assistant; Mary Stroud, Accounting Specialist and Mr. Snodgrass. The Miller Memorial Golf Course has four full-time employees and 11 part-time staff. The Murray State Foundation is located in the Nash House and staff can be reached at (270) 809-6911.

Chair Williams commended the Foundation for a great track record and being such a valuable asset to the University. Dr. Jackson indicated this is possible due to the generosity of many individuals – over 23,000 individual, distinct gifts to the Foundation during the last campaign.

Mr. Rhoads echoed Chair Williams' comments about the Murray State Foundation and indicated this institution would not be what it is today without the assistance provided by this entity. These gifts do not just happen. They are nurtured and worked over several years through many contacts and visits. Dr. Jackson has done an outstanding job in this regard. The Foundation and Dr. Jackson were complimented on the fine work they have accomplished.

The Board was reminded that the current contract between the Murray State Foundation and the University was included in the eBoard book Resource Center.

Report of the Chair, received

Chair Williams reported that former Board Chair Harry Lee Waterfield II sent a letter to President Davies and requested that it be presented to his fellow Regents at this meeting and the following was read aloud:

“Dear Bob:

I meant to write each Regent to thank them for the Resolution of Appreciation for my service on the MSU Board of Regents. Since I keep getting sidetracked, I am taking the easy way out and writing you to thank the Board by way of this letter at the next Regent's meeting.

I thoroughly enjoyed my term on the Board of Regents and am very honored to have served as Chair for two years. I got to meet great people as a result of this service work or got to renew and enhance relationships with people I already knew: Regents, faculty, staff, students and others connected to the University in some manner. I am proud of the accomplishments made by Murray State University during my time on the Board that we Regents played a part in starting or and/or seeing come to fruition during the past six years. I am confident the current Board and those to follow will continue to help you, your faculty, staff and students move Murray State University to even greater horizons. With every good wish, I am, Sincerely, Harry Lee Waterfield II – Go Racers!”

Chair Williams indicated that Mr. Waterfield was obviously a tremendous Regent and leader and has certainly been a supporter of this University for his entire lifetime. All very much appreciate his service and anyone who has an opportunity to send him a note to thank him – if they have not already – were invited to do so.

Chair Williams reported that there will likely need to be a Special Meeting of the Board of Regents within the next few weeks relative to budget and tuition setting. This will be addressed more specifically later in the meeting. All were also reminded that the agenda for today's meeting is quite lengthy and, while all topics need to be addressed with due diligence, brevity is a virtue and the desire is to move forward as efficiently as possible.

Report of the President, received

Dr. Davies stated that the agenda for today's Board meeting is tactical in nature and topics such as budget, finances and strategic planning are included. The fundamental purpose for this institution is etched in stone on this very building: “The hope of democracy depends on the diffusion of knowledge.” All cannot lose sight of this. Three legislative acts currently making their way through Frankfort deal with freedom of speech on college campuses. He has great concerns about comments coming out of a conference yesterday in which the accusation was made that colleges are not adhering to the hope of democracy and the diffusion of knowledge. Murray State's faculty are paramount to this cause. Faculty are the ones who day in, day out create the future of our world and do so without telling people what to think. They do so by working with people on how to think and engage with others in a dialogue – a civil debate of ideas – to better their own understanding of the world and global society, to look at problems from multiple perspectives, develop paradigms and learn from one another. Faculty are the ones who embrace the Marketplace of Ideas and ways to further that principle. Their efforts are essential to teach students not to just learn the technical side of a discipline but to fully

understand they need to become lifelong learners, questioners, individuals seeking solutions and leaders. This is not achieved by limiting discussion or determining which ideas can or cannot be presented on a university campus. At Murray State, academic freedom is embraced. The notion that everyone has ideas and has a right to defend those ideas and thoughts is embraced. All have a right to explore and gain knowledge, disseminate that information and work with others to persuade, learn and grow. Faculty are not simply teaching students – they are teaching one another. All are not teaching others to simply make one step in front of the other but to embrace change and be the positive force for change. While the notion that some bills need to be passed to protect freedom of speech and rights can be understood, adhering to this philosophy is also the soul and ethic of any university. As the Regents talk about tactical issues today, they should keep in mind what this institution is really about and the need to celebrate differences and opportunities to engage. Dr. Davies commended the Deans who are at the forefront of ensuring academic freedom persists for faculty and students. They are the ones who ensure the University can continue to diffuse, create and apply knowledge. This is the essence of what Murray State is all about. This represents a very interesting time where all need to embrace differences in order to engage and explore and not be bound by one's own paradigms – by welcoming new paradigms. Everything the Board will discuss today affects how the institution can continue to have the spirit of intellectual curiosity – the growth of souls and minds – to further and create a better world.

Dr. Davies introduced Ben Littlepage, an outstanding Professor in Postsecondary Education Administration, who is accompanied by several students currently undertaking the charge just mentioned. They will become educational leaders and Dr. Littlepage indicated all five students will graduate in May with the Master of Arts in Postsecondary Education Administration. Some currently work as full-time professionals in postsecondary education and others will begin their career after graduation. The students present were:

- Amanda Blankenship (Clarksville, TN) – Hopkinsville Community College Student Activities Coordinator
- Brooke Hubbard (Dyersburg, TN) – Murray State Interim Greek Life Coordinator
- Eve Kotter (Benton, KY) – Murray State Tutoring Coordinator, Student Support Services
- Tyler Bradley (Sanilac, MI) – Murray State Residence Director, Elizabeth College
- Dakota Fields (Murray, KY) – Murray State Residence Director, Richmond College

Dr. Davies further reported:

- The performance funding bill passed the Senate and is now in the House. The bill had its first hearing yesterday and passed the Senate by a vote of 36 to 1. The bill will be presented for a vote in the House the week after next. The bill that passed the Senate is the same as the one presented at the beginning of the Session which mirrors exactly the model discussed with the Board at the last Quarterly Meeting. This model will award funding based on student success (35 percent) which is defined as the number of bachelor's degrees; science, technology, engineering and mathematics (STEM) degrees; underrepresented minority degrees and the number of low-income degrees and progression – utilizing the 30, 60 and 90 credit hour model. Funding will also be awarded based on credit hour production (35 percent) which is defined as how many credit hours are taken and passed. Finally, funding will be awarded based on budgetary items related to the academic unit for maintenance and operation (30 percent).
- The Provost Search is progressing smoothly and March 6, 2017, is the deadline for applications. Dean Steve Cobb, *Jones College of Science, Engineering and Technology (JCSET)*, serves as Chair of the Search Committee and appreciation was expressed for his diligence in support of this process. The candidate pool continues to grow which further enhances the diversity of the applicant pool.
- At the Annual Advance discussion occurred regarding the need to review the Mission Statement for Murray State University to determine whether revisions are necessary. Chris Wooldridge, District Director of the Small Business Development Center, is leading the charge for this effort. A group of faculty, staff and students have undertaken the task of rewriting the University's Mission Statement and several ideas have surfaced as part of this work. It is hoped that a more detailed report can be presented at the Quarterly Meeting in June.
- At the beginning of this semester the Racer One Stop was initiated. This represents an effort to bring all necessary administrative units together in one location to serve students and this included the Registrar's Office, advising, Financial Aid, Bursar's Office and the Scholarship Office. This would allow for the needs of students to be met in one location instead of having them go from office to office across campus. In total, 728 students over a four-day period were assisted in this process. All reviews were extremely positive and this initiative will be continued during the Fall Semester and will be expanded to a two-week period.

- One bill being proposed in the Legislature is to honor the concealed carry permit law on campus and this is being closely monitored by the University administration.
- The Murray State Rifle Team won the Ohio Valley Conference Championship with stellar shooting. They are now ranked second or third in the nation and are headed to the National Collegiate Athletic Association competition.
- *Blitz Week* was offered through the Faculty Development Center and occurred the week before the semester officially began. The Faculty Development Center hosted many seminars and workshops for professors and staff on multiple facets of pedagogy, new ideas for technology use and performance funding. This event also served to introduce the new Director of the Faculty Development Center – Firm Faith Watson – from Indiana University-South Bend where she served as an Instructional Designer at the University Center for Excellence in Teaching. She holds the Bachelor of Science in Administrative Management from the University of Technology in Jamaica and earned the Master of Science in Education with an emphasis in Workforce Education and Development and a Doctorate of Philosophy in Curriculum and Instruction with an emphasis on Learning Systems, Design and Technology at Southern Illinois University-Carbondale. Dr. Watson was welcomed to the Murray State campus.
- Another individual joining the Racer family is Matthew Purdy who will serve as the new Director of Career Services. He earned the Bachelor of Science in Marketing and Master of Business Administration from Southern Illinois University-Carbondale. During the interview process Mr. Purdy outlined a holistic approach to not just working with seniors upon graduation but actually with high school students seeking college to develop career pathways and providing continuing education and fostering partnerships with local businesses. Mr. Purdy was welcomed to the Murray State campus.
- As of February, private gifts to Murray State total over \$5.5 million which exceeds last year’s complete goal and is more than 90 percent of the FY17 target as outlined in the Strategic Plan.
- The Alumni Association now has a total membership of 1,168 individuals, surpassing the goal of 1,000 members. One year ago there were less than 500 Alumni Association members. All involved were congratulated for their efforts.
- Honors Day was held on February 4, 2017, with 247 student participants. These represent top high school students and all have high ACT scores. Last year there were 198 students in attendance for Honors Day and the year before there were slightly more than 100 participants. This is a direct representation of the new admission policies and scholarship grid and also moving the Honors Program to an Honors College, resulting in the tremendous growth in this area. The finalists for the Presidential Fellowship will return to campus on March 6 and in mid-March the successful recipients will be notified.
- The 2017 Presidential Lecture will be held on March 9, 2017, at 8 p.m. in the CFSB Center. The Lecture features three outstanding Murray State graduates – Drs. Jerry Sue Thornton, MarTeze Hammonds and Walter Bumphus. All three individuals are nationally known for their expertise in creating inclusive communities and furthering the dream of a college education. All were encouraged to attend the Presidential Lecture.
- John Dewey stated, “Education is not the preparation for life. It is life itself.” As this Board and the administration thinks about work which is underway they should bear in mind that the University is preparing students for a long, fruitful journey of life. This is what Murray State is all about.

Reports of the Constituency Regents, received

Faculty Regent

Ms. Farmer reported the following:

- Information was provided in the eBoard book on many faculty and program accomplishments this year. Three programs led by talented faculty who have taken advantage of the opportunity afforded at Murray State for student achievement, scholarship, community engagement, entrepreneurship and experiential learning will be highlighted.
- Department of Modern Languages faculty Yoko Hatakeyama, Senior Lecturer of Japanese and Dr. Staci Stone, Interim Dean of the College of Humanities and Fine Arts received the Japanese Outreach Initiatives Grant for a Japanese Coordinator – Airi Yamamoto – who has been at Murray State since August. She has helped provide outreach to Murray State students, children in the region and the community on Japanese culture. She has reached over 1,000 children, along with Murray State students, in the region within one semester alone by working with the local schools and Calloway County Public Library. During the Fall Semester, outreach efforts included initiatives such as the International Bazaar, the Japanese Club and the Japanese Learning Table to provide information to students about the Japanese culture. Within the community, she visited several area schools and provided presentations, hands-on Japanese cultural activities and created a Japanese Culture Series at Calloway County Public Library. This December she visited the middle schools and conducted a hands-on Origami ornament project with the students as a means of teaching about the Japanese culture. The Japanese Culture Series will continue throughout the Spring Semester and a Kite Festival is being planned in conjunction with the Arboretum. An after-school Japanese Club is also

being planned for the Spring Semester. Opportunities to bring other cultural experiences to students in the region will provide an expanded knowledge base for students as they move to enter a global society workforce that has become a permanent part of the economy.

- The Nonprofit Connections event occurred on February 15 under the direction of Robin Esau, Lecturer, Department of Community Leadership and Human Services. This event is held each semester and since 2011 the Nonprofit Leadership Program has invited nonprofit community partners to campus to provide all students – regardless of whether they are in the Nonprofit Leadership Program – with an opportunity to explore a broad range of nonprofit organizations in the area for internships and volunteer activities. Students can participate either during an academic year or the summer. The event normally attracts 35 to 45 community partners to talk with students about available opportunities and approximately 200 students participate in this event each year. A class taught by a Murray State faculty member – Kelly Rogers, Associate Professor, Department of Community Leadership and Human Services – partners with Nonprofit Connections where the students actually help organize and run the event. The students then assess the event to identify areas for improvement. This represents a learning process for the students to teach them how to facilitate an event of this size. Ms. Farmer visited with several of the community partner participants and they view it as a win-win proposition for them and the students. Opportunities such as this allow Murray State students to make face-to-face connections with organizations and companies which will benefit their experience here on campus as well as when they venture into the workforce.
- The *Hutson School of Agriculture* has some very inventive and creative students who developed the Farrowing Learning Laboratory in January 2017 to provide students with a hands-on learning experience in swine production, livestock management and marketing. This new laboratory grew out of a class assignment under the direction of *HSOA* Assistant Professor Matthew Shultz. The class was presented with an assignment to develop a new Swine Farrowing unit at the North Farm. After developing a plan, the class presented the project to *HSOA* Dean Tony Brannon who combined it with another proposal to create a show pig production unit, resulting in the creation of the Farrowing Learning Laboratory. Through these learning experiences students will be able to work with pigs from birth to sale. The project will also allow students to have practical experience in the agriculture sphere beyond show pigs. A lot of students may be accustomed to showing pigs but do not have actual experience with the process from birth to sale. The target market for actual sales are places like Future Farmers of America, 4-H and other youth organizations. The potential to partner with Dining Services is also being explored. It is wonderful when innovative projects that begin with student ideas become a reality that will benefit the experiential learning opportunities for current and future students for years to come.

Chair Williams encouraged all to review in detail the materials provided. He particularly noted the 100 percent pass rate for the doctoral program in the School of Nursing and Health Professions. This is no small feat and is to be commended. Such accomplishments are replicated throughout the constituency Regent reports that were provided in the eBoard book and should be given due consideration.

Staff Regent

Mr. Schooley reported the following:

- The Spring Semester *Marie Jones Scholarship* was presented to staff recipient Wendy Tudor, Assistant Registrar-Graduation and student Joseph Winchester as the dependent recipient. Rebate Nights at various businesses will be offered in March to support this scholarship.
- Staff Congress officer elections will be held April 25-27, 2017, and the winners will be reported at the June Board Meeting.
- Staff Congress officers were recognized and included John Young, Administrative Assistant I, Center for Telecommunications Systems Management (President); Jessica Evans, Coordinator of Institutional Assessment, Office of Institutional Effectiveness (Treasurer) and Laura Lohr, Administrative Assistant I (past-President). Tressa Ross, Recruitment/Retention Coordinator, College of Education and Human Services (Vice President) was unable to attend today's meeting. The Board provided a round of applause for these individuals.
- The entire Staff Perspective Survey, along with comments, was included in the eBoard book Resource Center and will also be posted on the Murray State Staff Congress website. The Staff Perspective Survey is broken down into four sections. The first section asked general questions to determine demographics for staff taking part in the survey. The second section asked questions about a staff member's impression of Staff Congress. This third section is weighted on a scale of one to four, with one representing strongly agree and four representing strongly disagree. It contains 20 specific questions in three categories: upper administration, staffing/work environment and benefits/pay/recognition. A place for comments was provided at the end of each section. The fourth section asked three general open response questions to allow for employee feedback.
- The Staff Perspective Survey was first conducted in 2007 and the move to a totally online format was made in 2009. Appreciation was expressed to Beth Sloan, Systems Technology Coordinator in Technology Support and Consulting Services for assistance she has provided to make this transition.

The goal has been to maintain at least a 50 percent response rate and this year's rate was 57.2 percent – the second highest since the inception of the survey. In terms of the questions, the lower the weighted average the more staff tend to agree or strongly agree with the question. The higher the weighted average the more staff tend to disagree or strongly disagree with the question. There was only one question in the entire survey where the weighted average reached three or higher and that was in regard to adequate annual raises being built into the budget process.

- Sample comments in response to the three general questions have been provided in the eBoard book and there were 514 comments made by staff. What staff appreciate most about Murray State includes the family and community atmosphere, the opportunity to spend time with their own families during the holidays, tuition waivers and the opportunity to work with students. In terms of what staff feel would make Murray State a better place to work, responses included compensation as the number one concern, followed by a perceived loss of benefits, cost-of-living increases, costs associated with employee health insurance and parking.
- General additional comments from the staff reflect that they understand some of the issues facing Murray State given the current political situation and events beyond the University's control – such as performance-based funding and the retirement system shortfall.
- Overall, staff expressed appreciation to the Board of Regents for their work toward making Murray State a better place for all.

Student Regent

Mr. Combs reported the following:

- Position announcements for the Master of Arts in Postsecondary Education Administration students present today include: Amanda Blankenship – Coordinator of Student Activities and Retention at Hopkinsville Community and Technical College; Matthew Hicks – Coordinator of Retention and Undeclared Advising at Murray State; Trent Johnson – Director of Admissions for West Kentucky and Community and Technical College and Eve Kotter – Tutoring Coordinator in Student Support Services at Murray State.
- Kelsey Bogard was named the 2016 Murray State University Homecoming Queen, Tyler Bradley was published in an article in the September issue of *Campus Activities Programming* magazine and Brooke Hubbard was selected as a 2017 Association of Fraternal Leadership and Values Conference Intern. Ms. Hubbard serves as the Interim Greek Life Advisor and just completed a successful recruitment season for Greek Life.
- Residential College Association members recently attended their annual conference and several students received leadership awards.
- The Kentucky Board of Student Body Presidents hosted a rally for higher education to advocate for future funding. The goals of the rally were to encourage the Legislature to prioritize Kentucky higher education by stopping all future cuts and completely restoring the Powerball promise and need-based aid. Approximately 200 students were in attendance as well as three mascots, including Dunker. Nearly all of the public universities in Kentucky were represented, along with two private universities and six political figures and seven students spoke. The Kentucky Board of Student Body Presidents is working to continue its success now and moving forward.
- The Student Government Association (SGA) is preparing for officer elections and there will be a new President and Student Regent next year.
- Successful events offered by SGA include Piano Serenades on Valentine's Day and this year a Teddy Bear stuffing event was added. Students stuffed their own teddy bears, made a wish on its heart and signed the birth certificate.
- On February 27 the SGA will host Olympic Gold Medalist Anthony Ervin at 7 p.m. in the Curris Center Ballroom and the lecture is open to the public. ESPN personality Stephen A. Smith will be on campus on April 21 to round out the programming year.
- Programs designed to help students who are most in need include the Racers Helping Racers Food Bank and a meal bank initiated by Dining Services for students with food insecurities while they are on campus. For the latter, students can request 14 meals that can be used at Winslow Dining Hall to help with their food insecurity. Beginning in the Fall Semester, Career Services will offer a professional clothing bank where suits or business attire for job interviews can be provided at no cost to students in need. A computer program will be initiated soon that will utilize old laptops that have been phased out of the University. Those machines will be provided to students who are in need of a laptop to better enable them to complete coursework.

Report of the Treasurer (Quarterly Financial and Investment Reports), approved

Ms. Dudley reported the following with regard to the Quarterly Financial and Investment Reports:

- A great deal of discussion has occurred with the Board regarding enrollment and how that impacts tuition revenue. The total budgeted for net student tuition and fees is \$76.8 million and represents the number the University strives to meet in terms of tuition revenue this year to cover the expenditure plan. At the end of December, the University has been able to meet \$73 million of that amount – a

difference of \$3.8 million. There is a great deal of activity yet to occur because as of December many students had not yet enrolled and scholarships had not been posted. At the end of January, after the Spring Semester had started, scholarships had been posted and revenues had been booked with an approximate \$6.5 million shortfall being predicted. Summer school numbers are not yet known but if the University can reach summer school budget – Summer I (\$3.6 million) – this \$3.6 million will be critical to decreasing the \$6.5 million predicted shortfall. It is crucial that the University meet summer budget but also stay within the expenditure budget for summer school. If this occurs, the shortfall will be between the \$3.5 million to \$4 million range. This amount is significant but a plan has been developed to address the shortfall this year and there are contingencies in place.

- A chart was provided illustrating the University's Educational and General (E&G) unrestricted net position or fund balance (savings). General contingency reserves represent those funds that are designated for anything other than contingency purposes. Currently this figure is \$45.4 million but there are still six months of expenditures to be incurred out of this funding source. Short of summer school, the Fall and Spring semesters represent the bulk of the institution's revenue and the University's appropriation will be provided in two more quarters and this number will go down by 50 percent, if not more. The number is up at this point due to timing changes in payroll because of the Fair Labor Standards Act and many University employees moving from monthly to bi-weekly payrolls. The timing of paying those out and expensing them is different which impacts the balances as of the end of December. There are also small changes for other revenues as well, such as the 2 percent give back (rescission) from last year that was actually received this year (\$960,000) which is reported as unbudgeted revenue for the current year. This will increase the current year fund balance change.
- A chart was presented illustrating the impact of the pension situation. There are unrestricted net assets of \$109 million, but also the impact of the pension system liabilities. This information is provided to the Board so all are continually aware of this challenge at year end. Currently it is unknown what the pension systems will record at year end and while those figures typically are not available until July or August, all universities are waiting to know the associated impact.
- Auxiliary enterprises are very much the same as they were last December. Working capital is up somewhat as is the reserve for general contingency. Auxiliaries are experiencing the same thing as E&G as far as timing differences in payrolls. The numbers provided are as of December and all revenues and scholarships for housing, dining and the bookstore have not been booked as of this statement. It is expected that numbers will balance out and a more even presentation of the University's revenue will be evidenced on the March quarterly report.
- An E&G revenue comparison was provided. A presentation on net assets and fund balance has just been presented and the next two schedules included in the eBoard book provide an overview of revenue as well as expenditures. One chart is divided into five categories. The first category is state appropriations and the University is about middle way where it should be in terms of earning its state appropriations versus what has been budgeted. A trend for the last three years at this point was also provided. The University has almost met budget in terms of tuition and fees for Fall and Spring but because there is longer to go the institution will fall short of the budgeted number for the end of the year. Investment income, sales and services and carryovers have a very minor impact on the financial statement. Information on expenditures by program category was provided and includes standard programs reported in the University's financial statements. Instruction is the largest program category (\$7 million) and the University is slightly short of being halfway through this budget due in large part to payroll and expenditure timing. One-time expenditures will often be recorded at the end of the year based on how the year progressed. Such expenditures include refurbishing laboratories or purchasing equipment and this oftentimes does not occur until the third quarter. Expenditures are very much the same as in the past three years.
- The Schedule of Auxiliary Revenue and Expenditures reflects the same trend in that budgets have been met or are close to being met and revenues and expenditures have not varied a great deal over the past three years. Auxiliary revenue and expenditures are trending in the same manner as E&G and auxiliaries are expected to break even at the end of the year. The University is experiencing some difficulties in terms of housing occupancy but dining services are in good shape and will help offset that challenge. During the Fall Semester the housing occupancy rate was 87 percent and for the Spring Semester it is approximately 76 percent. This impact is in large part due to enrollment declines with there being fewer freshmen and sophomore students who are subject to the on-campus housing requirement. Ways to combat this decrease in housing occupancy are being considered for the future because the University must be able to meet its debt associated with housing projects.
- The Investment Report shows that investment income at this point is \$255,000 and this represents realized investment earnings. Last year the University had earned \$840,000 at this point in time. The primary differences include the yield on the current fund statement. The total of yield is currently a negative .2 percent which is primarily what the University receives from its state investments. All of the funds the University collects – tuition and fees and housing and dining revenue – is required to be invested with the state. The state then invests in minimal risk investments. The negative .2 percent is compared to a .74 percent positive at this time last year. Dramatic swings have occurred at the state level but this represents a very small amount of earnings.
- The bulk of the University's endowment funds are invested with the Foundation (\$18.8 million). As of this quarter, earnings were 3.83 percent which is below last year (slightly over 7 percent) and this

will fluctuate with market changes. Overall, the University's endowment funds – compared to this point last year – are in much better shape.

On behalf of the Board of Regents, Mr. Kemp moved that the Board of Regents, upon the recommendation of the President of the University, approve the Quarterly Financial and Investment Reports as presented. Mr. Rhoads seconded and the motion carried.

(See Attachment #1)

University Budget Update (For Information Only), received

Dr. Davies reported that Budget Preparation Guidelines for fiscal year 2017-18 were included in the eBoard book. This document will be presented for action by the Finance Committee and is being recommended for approval and adoption by the entire Board. The format for the budget guidelines is similar to that utilized over the past two years and will provide the University administration with guidance in terms of how the budget setting process proceeds. The proposed budget guidelines have been shared with the Deans who have provided input, along with the leadership of Faculty Senate and Staff Congress. As Ms. Dudley reported, the University is beginning the fiscal year with a decline in revenue as a result of decreased enrollment. It is important to note that the decline in enrollment is not a result of the next incoming freshman class but is due to smaller class sizes continuing through the pipeline. Graduate enrollment numbers are also down which adds additional pressure to the enrollment decline. A very conservative revenue base is being recommended. The enrollment decline is projected to result in a \$4.5 million decrease in revenue as a starting point. The budget guidelines include four general areas of focus for establishing priority funding items and spending throughout 2017-18 and those include people, places, programs and revenue.

People includes faculty, staff and students and as the budget is developed it is important to continue to have cost-of-living (COLA) adjustments as part of the process. Last year the University also started a three-year phase-in process to address salaries for the lowest paid employees in order to move them up into a slightly higher pay rate. The Staff Perspective Survey results presented by Regent Schooley exemplify the importance of this component of the budget. All are also focused on faculty and staff diversity. Upon the advice and wisdom of the Provost and the Deans, there is a desire to create an investment pool to recruit diverse faculty and staff. As the administration looks to the future it is important that a budgeting pool for merit raises be developed, although the initiative will not be included within this particular budget timeframe. This will be in addition to the COLA adjustment which is provided across-the-board to all employees. As future budgets and programs are considered, the University will be moving toward a merit model for faculty and staff. In terms of students, support will continue for the Commonwealth Honors Academy and the Honors College as well as for First-Year Experience Programs. A focus will also be placed on other programs that enhance ongoing advising, retention and persistence strategies and provide benefits to Murray State students. Consideration will be given to identifying ways to fund diversity efforts for students and other mechanisms through articulation agreements, etc. which will help students progress through the University to graduation.

Places represent the University's physical inventory. Over the last year a program was initiated to provide a higher budget to meet deferred maintenance needs and continue campus improvement projects. A focus will be placed on creating a capital improvement program and implementing best practices of green and sustainable projects. Funding will likely not be received from the state to address physical inventory needs.

The University will invest in programs which will help recruit, retain and graduate students. Under the Academic Excellence and Scholarly Activities Committee, the Board will receive a report on the EDGE program that will assist with the cultural, economic and civic nature of the academic enterprise. Technology investment needs will also be part of this discussion to ensure the University is providing effectiveness and efficiencies in teaching, research, service and administrative functions. An investment will also be made toward creating and building a brand image for Murray State that is focused on academic quality and leads to student success while providing support for the recruitment of students, faculty and staff while increasing positive brand awareness and assisting with rankings for continued student and enrollment growth. Mr.

Dietz is doing an amazing job but he needs support from mass media outlets in order to continue to succeed.

Revenue generation is of primary importance and a focus will be placed on developing a strong revenue model. The University will seek new revenue opportunities and identify ways to expand its markets. There are traditional opportunities available such as expanding summer school and utilizing the regional campuses in a more efficient and effective manner but these represent only marginal gains in revenue. The University must identify ways to expand its revenue base so it is not as reliant on tuition. The institution plans to invest in programs that will lead to increased philanthropic support and prepare and position Murray State for a future capital campaign. Plans include for all to work collaboratively, and individually, to secure additional public funds (state and federal). Focus will be placed on establishing tuition and revenue models that are sustainable and competitive given the University's market position. Efforts will also be made toward investing in innovative and entrepreneurial programs that will enhance current net revenue streams, provide for regional economic development and strengthen student learning opportunities. Consideration will be given to how to offer continuing education courses to local businesses that hire Murray State graduates or utilize campus consulting services.

These represent the broad-based aspects of the University Budget Preparation Guidelines and associated parameters. There were no questions from Board members at this point.

Dr. Davies reported that some of the specific operational budgetary items include salaries and wages and a budgeted stable and sustainable salary and wage increase as a priority, while taking into consideration that the enrollment decrease represents a current \$4.5 million shortfall. The budget advanced to the Board for approval will include a COLA adjustment for employees. A 1 percent COLA increase – which is being considered – represents a \$838,000 budget expense. An historical ten-year look back at the University's salary increases reflects that annual raises are not significantly lagging behind the overall compounded Consumer Price Index (CPI) for the country. A chart was provided that utilizes a fiscal year period for both indexes so these are comparable to the University's budget cycle and employment contract periods. The chart provided utilized 2006-07 as the base year. An in-depth discussion was held with the Budget Advisory Committee where their ideas in terms of COLA and other concerns were presented.

Traditional salary commitments such as promotions and reclassifications and faculty and staff awards will continue to be funded as fixed costs. In addition, a three-year program was implemented last year for the lowest paid University employees and this will continue moving forward at an estimated cost of \$290,000. There are several fixed and unavoidable budget cost increases that the University must address. These include the retirement pension which will continue to increase. The Kentucky Educational Retirement System rates are expected to increase by 1.8 percent, from 48.59 percent to 49.47 percent, a \$93,000 estimated increase. The University will continue to monitor the status of the state pension systems and any further impact funding those systems could have on appropriations or increased contribution rates.

The University implemented many changes to health and wellness programs for 2016 in an effort to minimize cost increases. The impact of these changes appears to be positive in terms of containing some costs but without a full fiscal year of history the real impact is not fully known. Due to employee plan choices and the variability of claims, a funding increase of \$380,000 is planned for 2017-18.

Utility costs will continue to increase and comprise approximately \$6.4 million of the University's total budget. Of this total, electrical service accounts for roughly 70 percent. Budget increases for existing space is not planned but changes in the use of existing buildings and deferred maintenance issues could impact the utilities budget – as well as the two new large facilities coming online. Electrical rates are expected to increase by approximately 2 percent over the next year and this takes into consideration the increased rates the University will experience by being forced to terminate the Five-Minute Response (5MR) agreement with the Tennessee Valley Authority.

Confirmation of insurance premium estimates for property and liability insurance has not been received from carriers as of this date but an estimated increase in premiums of 3 percent for 2017-18 is planned. The University currently has \$100,000 budgeted as a contingency for external specialized legal assistance that may be required. Historically, these expenses have

been covered by one-time funds but with limited flexibility in the University budget, a steady increase in the legal services contingency is needed. A budget increase of \$40,000 is expected to be recommended this year. In addition, the University does not currently have insurance for cyber-security and this should be remedied as soon as possible given potential threats which already exist.

Murray State will obviously not have an appropriation increase or decline this year, per se, but will be entering into the arena of performance funding. Five percent of the University's current appropriation will be taken off the top and placed into the performance funding pool. The University will then begin to compete with the other state institutions for that funding as part of the performance funding model. Under all of the scenarios presented so far, Murray State would be about even in terms of funding received from the state. The University must continue to monitor the progress of the proposed performance funding model because it could still be changed by the Legislature and any changes could be detrimental to Murray State.

While Dr. Davies does not want to commit to any particular tuition increase at this time, for discussion sake a 1 percent increase would amount to approximately \$790,000 in new revenue. The Council on Postsecondary Education (CPE) will establish a tuition cap percentage which cannot be exceeded by any institution. Several work groups are taking part in this process and various proposals are being discussed. The CPE will approve tuition caps on March 31, 2017, and the University administration will then be able to specifically address tuition percentage increase needs at Murray State. As a starting point, the CPE is utilizing an interesting model for tuition caps for the various universities and each institution would have a slightly different limit based upon its tuition level over the past year. Confirmation was provided to Regent Combs that the entire Board and University administration are very sensitive to tuition increases and understand the associated effect any such increases have on students. The goal is to ensure the University remains affordable but at the same time the institution needs to represent the value of a Murray State degree to ensure the University can continue to maintain the quality and services that are needed for students.

Over the past ten years, the University's budget appropriation from the state has declined 19.5 percent and, at the same time, the Expenditure and General budget increased by 2 percent. The tuition level increased during this same period from a revenue of \$48 million to \$79 million. The net tuition change from 2008 to present is \$30 million, along with the decline of \$10 million in state support, inflation costs increase of 16.3 percent and other revenue increases of nearly \$3.2 million. In terms of the tuition model for Murray State, the impact of declining state revenues and the increasing CPI have had enormous effects on the University's efforts. A large portion of these costs have been covered by tuition increases but the institution only has two available revenue sources – tuition and appropriations. The fact that the University was able to manage these increased costs in a manner which limited tuition increases – while the student population also increased by 9 percent during the same timeframe – is important to note. Many publications reference “administrative bloat” but for the same time period Murray State's employee full-time equivalent (FTE) increased by only 19 individuals – over ten years (with 770 new students). The level of services needed ten years ago compared to today is extremely different. There has been a significant increase in needs related to student health, counseling and advising and many of the FTEs were transferred to those various areas. For the University to have an FTE increase of only 19 is incredible – and shocking – but also raises the question of whether the institution is providing the services required by students. A determination needs to be made in terms of how the University can continue to meet the needs of students in a very fiscally responsible manner.

Dr. Davies reported that a new shared governance committee has been initiated this year – the Budget Advisory Committee. The Committee is comprised of two faculty members selected by the Faculty Senate, two staff members selected by Staff Congress and two students selected by the Student Government Association. This group played an important role in the formulation of the budget guidelines being presented today. The constituency Regents were commended for their involvement in this work as well.

Chair Williams reported that he and Regent Kemp had an opportunity yesterday to review the budget guideline materials with Ms. Dudley and President Davies. Both he and Mr. Kemp were impressed with the level of detail available in terms of understanding numbers so the Board and University can move forward in an intelligent way in making those critical decisions that will be necessary. He complimented Ms. Dudley on an outstanding job outlining the entire budget

preparation process in an understandable way. He not only walked away from the meeting with a deeper understanding of the challenges facing the University but also a comfort level with the detailed information upon which decisions are being made. Mr. Kemp agreed and indicated a full and far-ranging discussion occurred and he felt reassured the administration has a significant command of the facts facing the University in terms of budget. A budget calendar has been presented as part of the budget guidelines document and a Special Meeting of the Board of Regents is anticipated in April to further discuss the budget.

Dr. Davies reported that the Special Meeting of the Board of Regents will primarily be to pass a resolution for the proposed tuition increase recommendation to the Council on Postsecondary Education. At this time a further discussion of the budget and related elements will also occur. The full budget will be approved by the Board at the Quarterly Meeting in June. The date being proposed for the Special Meeting is April 21 due to the fact there are several other celebratory events occurring on campus that day, including the opening showcase of the Engineering and Physics Building and the Distinguished Alumni Dinner. Consensus was reached that the Special Meeting of the Board of Regents will be held on Friday, April 21, 2017, beginning at 9:30 a.m. in the Pogue Library *Jesse Stuart Room*. Chair Williams thanked Mr. Kemp – in his role as Chair of the Finance Committee – for digging into the numbers and already providing leadership in this process which will prove to be a challenging exercise and will require decisions to be made not just for this year but for the next several years. There are a number of unknown factors which could significantly impact the University's budget moving forward in the short-term but also for long-term financial planning. Mr. Kemp added that a bill currently being considered in the Legislature is the elimination of the requirement for teachers to earn a master's degree within ten years of graduation and this would have an \$800,000 adverse impact on the University over some period of time. Uncertainties such as this will need to be considered moving forward – in addition to the University moving into the performance funding arena.

This report was presented for informational purposes only and required no Board action.

Adjournment

The Board of Regents adjourned for a break beginning at 9:38 a.m.

Reconvene

Chair Williams reconvened the Quarterly Board of Regents Meeting and Committee Meetings at 10 a.m.

Student Health Services Consultant Report and Auxiliary Services Consultant Report, received

Dr. Davies indicated the next two reports involve Student Health Services and Auxiliary Services. The discussion on the budget and associated priorities just concluded illustrated the need for the University to determine how it can continue to offer necessary services for faculty, staff and students in a fiscally prudent manner. As part of the budget discussion last year, a review of Student Health Services and Auxiliary units was undertaken and a request was made to have these two areas analyzed from an operational and fiscal perspective. Student Health Services is a necessary and important component of the University but the question remains how these services can be appropriately offered and, if necessary, how services can be expanded in a fiscally prudent manner.

A firm was engaged to assist with this work and consultants visited campus and talked with numerous individuals. They also conducted a great deal of research and those findings will be presented today. The two entities in question were studied independently because Student Health Services represents a significantly different component compared to Auxiliary Services. The Board will be asked to endorse a Decision Tree or process for the University to continue its investigation in this regard. The fundamental discussion in terms of Student Health Services is whether such services should continue to be offered and, if so, at what level and whether that can be accomplished from a financial perspective. Dr. Davies believes the University should continue to offer health services on campus because it is really a small city and offering health services is an important factor. This is an assumption upon which discussions can be made and if consideration should be given to different opinions this can certainly be accomplished.

Ms. Dudley and Dr. Robertson presented the following:

- The Executive Summary, as well as the full consultant reports, were included in the eBoard book.
- A Request for Proposals (RFP) for Student Health Services issued in April 2016 was awarded to Hodgkins Beckley Consulting (HBC). The objective of the engagement was to evaluate and recommend the most efficient and effective options for health services at Murray State. The consultants also provided a limited overview of University counseling services currently offered, although their primary focus was on health services.
- The consultants visited campus and spent a significant amount of time talking with students, faculty and staff. The University provided the consultants with a great deal of information about current health and counseling services for evaluation prior to their visit. General observations include that students, faculty and staff were very positive about health services currently provided, the quality of care and the staff housed within both health services and counseling services. The consultants indicated there is a very high level of satisfaction in this area. There was also a significant desire for health services to continue to be offered on campus. Current services are accessible and students are able to receive care, especially in emergency situations, and this was particularly true with regard to Counseling Center services. Consensus was reached that staff in the Counseling Center are sensitive to meeting the needs of the populations they serve. The consultants noted there is wide-spread utilization of health services by faculty and staff but they also commented that this is not common on most college campuses. The consultants further noted there is a lack of mental health care services in the community and reaffirmed the importance of having those counseling services available.
- The consultants pointed out areas of concern and made recommendations. In terms of Health Services, the consultants felt this represented an operation with limited accessibility in terms of services that could be provided as well as hours of operation. The University needs to provide or enhance efforts to address issues such as women's health, psychiatry, injections, immunizations and health promotion. A medical doctor is not currently on staff and the unit represents a health services operation run by a Nurse Practitioner, without an attending physician. Concern was expressed over the fact that the laboratory had been eliminated as a result of budget decisions over the last few years. The consultants also felt – given the size of the University – Student Health Services should be seeing more patients.
- In terms of the Counseling Center, the consultant's main concern was that the University is functioning more as a long-term – versus a short-term – care operation. On most campuses counseling staff will see a patient for five to six visits but at Murray State those patients are being seen up to ten times. The lack of a counselor dedicated to drug and alcohol counseling was noted, as well as a lack of psychiatry services with no psychiatrist on staff.
- As a result of these findings, the consultants offered six options in terms of how to proceed with health services and some degree of counseling services on campus. Components within each option can be mixed with components in other options, providing additional options.
- Currently the cost for Student Health Services is \$529,000 per year out of the University's E&G budget. For Counseling Services, the University is investing \$396,000 per year, excluding funding for the Women's Center and the Testing Center. The amount of funding required for the two entities totals \$925,000. The information provided for each option includes a net cost figure for Murray State and the \$925,000 current cost will need to be subtracted from the net cost figure to determine the increase.
- The first option presented was to continue current health services and counseling programs with minimum recommended operations and services. This option would include some enhancements in operations. The Student Health Services budget is \$529,000 and the recommendation is to increase this to \$948,000. The Counseling Center budget is \$396,000 and the recommendation is to increase this to \$511,000. The recommendations amount to a net increase to the University budget of \$534,000 but services would be enhanced in terms of more Nurse Practitioners, expanded hours of operation, a Psychiatric Nurse, increased emphasis on women's health and immunizations, the reinstatement of the laboratory in Student Health and a contract with a medical doctor to provide oversight for health services. Staffing levels in the Counseling Center would continue but a drug and alcohol counselor would be added and care would be limited to short-term counseling, meaning that after six visits the University would contract with outside sources and refer a student off-campus for continued counseling at that point. Student Health Services would continue to be self-operated under this option but additional funding would be needed to increase the scope of services recommended.
- The second option was to have focused population health services. The Counseling Center would continue to utilize the same model as that described in the first option. Under this option the budget for Student Health Services would be reduced and the hours of operation would decrease. This model would provide more limited services on campus and students would be charged a \$15 co-pay per visit. Students would also be informed about services available off-campus which accept insurance or Medicaid and this option would save the University approximately \$149,000 per year in the health services operation. Under this model, employee care would be discontinued but Student Health Services would continue to be self-operated.
- The third option would include outsourcing health services but continuing to maintain counseling services on campus. Under this model the University would contract with one of the two urgent care centers in Murray to operate Student Health Services on campus. Students would either be required

to pay per visit, use insurance or Medicaid would be accepted. On-campus counseling services operations would continue in their current format. Confirmation was provided that faculty and staff would be able to use their insurance to access health services. Approximately 15 percent of visits to Student Health Services are for faculty and staff, although there could be duplicate visits in this percentage. Chair Williams clarified that with all options being presented the University would need to subsidize the associated cost. Outsourcing Student Health Services would still cost the University \$828,000, with \$511,000 of this figure being for counseling services. Dr. Robertson confirmed that even with outsourcing there is still some cost to the University although there are some models where there is no cost to the institution. He cited Western Kentucky University outsourcing to Gilbert Graves Clinic as an example. It was further clarified that the estimated costs to the University being presented are based on the consultant's experience and could vary. Determining the actual cost of outsourcing Student Health Services may be the next step for the institution.

- The fourth option presented was to outsource both Student Health Services and Counseling Services. The University would continue to provide funding for short-term counseling and students would not be charged even if they do not have insurance. For Health Services, the fee for services to students would be based on their insurance. Under Option 3 the University would bring a health care provider on campus to provide services and the University would subsidize this at a higher level. Under Option 4 a health care provider would be brought to campus and that entity would begin implementing the insurance process for health care. Counseling would remain a service the University offers to students.
- The fifth option represents establishing a health fee to help fund both Student Health and Counseling Services. The health fee would be dependent on the level and scope of services provided. The consultants have recommended a \$149 per year health fee that would allow students to receive a high standard of health services and counseling on campus as outlined under the first option. The University would continue to subsidize these efforts and in order to cover costs the fee to students would amount to approximately \$149 per year. Confirmation was provided that this option would allow for unlimited visits. The question was asked if the fifth option is essentially the first option but with a fee, why the net cost to Murray State is the same – \$1,459,000. Ms. Dudley clarified that \$1,459,000 is the cost to the University for offering health and counseling services and the \$149 health fee per year would help cover this cost. Dr. Davies added that the expense to the E&G University budget would even out with revenue provided from the health fee. The cost of operation would be covered by the University, not a third party. In order to make the calculation of the recommended health fee, a total student headcount population of 9,500 (undergraduate and graduate students) was utilized and represents an average headcount rate. A decision would have to be made in terms of the rate charged for full-time versus part-time students. Confirmation was provided that these options cover students on the main campus but not those on the regional campuses. It also would not cover a student who is studying abroad. If a fee-based model is utilized the cost could vary dependent on the student and the number of credit hours being taken. It is possible the fee could be higher or lower depending on the scope of services provided. A decision would need to be made in terms of whether to allow faculty and staff to pay the same fee as students to utilize the services. It was asked whether the fifth option would take into consideration any insurance the students might have and it was confirmed that this option would not because the University would not be involved in the insurance billing process. This is certainly an option which can be considered but the consultant's recommendation was for the University to not become involved in the insurance billing process because that requires a great deal more infrastructure which is not currently available.
- The sixth option would involve a third-party provider coming on campus to offer health services and that entity would be responsible for insurance billing. The consultants are not recommending that the University get into the business of managing insurance billing given the current size of the institution and available resources. The sixth option also involves either providing services in-house or having them contracted out but this is an expensive option in order to provide a comprehensive health and counseling operation. This option is also based on the premise that health insurance be required for all students – which is not currently the case. Mr. Combs reported that at the Student Senate meeting earlier in the week all in attendance were against the stipulation that students be required to have health insurance in order to attend college.

Chair Williams indicated the options which have been presented are simply baseline recommendations and may not represent specific options from which the Board will eventually choose. This represents a starting point for further exploration and discussion and combinations of the options presented could eventually be utilized. The goal of this work is to explore available and feasible health care and counseling services options for the University.

Dr. Robertson reported that Student Health Services is currently operated by two full-time Nurse Practitioners and there are three registered nurses on staff. The hours of operation are 8 a.m. to 4:30 p.m. except for Wednesday afternoon when the operation is closed for record keeping purposes. Student Health Services can handle most basic health care needs but if there are services needed which the operation cannot provide, students are referred to an off-campus provider. Currently there is no cost for utilizing Student Health Services and counseling follows

the same model with no cost for services. There are six counselors in the Counseling Center who are available to see students from 8 a.m. to 4:30 p.m. Counselors are on call at night in the event of an emergency. There is also an on-call schedule for Student Health Services nurses in the event a student requires their services. After normal business hours a student would call Murray State Police Department which would then contact the on-call nurse or counselor depending on the services needed. Confirmation was provided that other universities charge fees for these services.

Mr. Kemp indicated that at one point the University had a Student Health Fee but that has been restructured. Ms. Dudley confirmed the University did have several individual fees, including a Student Health Services Fee of \$10. In early 2000, mandatory fees of this type were consolidated into one Mandatory Fee of \$43 per credit hour for full-time students. This Mandatory Fee is undesignated and covers general student services. There is no longer a designated Student Health Services Fee. Originally there was a Student Government Association Programming Fee, Student Health Services Fee and an Athletic Fee, in addition to others, and these were all pooled together. Mr. Kemp asked whether CPE approval would be required if the University adopted the model which includes a Student Health Fee. Ms. Dudley indicated if the fee is mandatory it would require CPE approval unless the University considers it as part of the fee increase and a portion of that increase is designated for this purpose but this would be part of the cap set by the CPE for tuition and fees. A comparison report was presented for the other universities in Kentucky illustrating their charges for health and counseling services as well as the type of services offered. The information provided included the associated funding system, scope of health and counseling services, whether psychiatry is provided and if the operation is run internally or outsourced.

Murray State's current funding system is pre-paid and is not a fee-for-service. Student Health Services and the Counseling Center see students, faculty and staff but the operation is limited in terms of services provided. Counseling services include group counseling but no psychiatry services. Ms. Dudley confirmed that the University pre-funds the health and counseling service operations and does not charge on a fee-for-service basis. Morehead State and Northern Kentucky handle some basic insurance and Western Kentucky is the only university outsourcing health services which allows for the use of insurance (including Medicaid). Western also utilizes a pre-paid, without fee-for-service model for counseling services. The University of Kentucky and University of Louisville are utilizing their hospitals to provide these services. In response to a question regarding Western Kentucky outsourcing health services to Graves Gilbert Clinic and the scope of services offered, Dr. Robertson reported the clinic has a full-service operation and can undertake more extensive diagnosis, provide immunizations and has a fully-functioning laboratory on site. Graves Gilbert Clinic can meet health care needs in the same fashion as any urgent care facility. Western does not fund any part of this initiative and confirmation was provided that Graves Gilbert Clinic services the entire community and not just Western Kentucky University. The clinic employs community physicians who spend time at the clinic on Western's campus but there is also the option for students to visit Graves Gilbert Clinic which services Bowling Green, Kentucky, and surrounding areas. It is feasible some community members would visit the clinic on campus in order to see their own doctor if a physician is at that location on a given day. Western provides counseling services on campus.

Mrs. Rudolph asked whether consideration has been given to utilizing Telehealth which has an app that can be downloaded to a cell phone. Once an account is set up insurance billing is automatic. Dr. Robertson confirmed that Telehealth was presented as an option to consider and could also potentially be utilized to provide some counseling services through telecounseling and this is outlined in the full report which was provided in the Resource Center of the eBoard book. Chair Williams indicated that the Telehealth phenomena is growing across the country and is more applicable to the younger generation who are more likely to utilize e-visits. Mrs. Rudolph added that students may be more likely to seek out health services if they do not actually have to show up at a clinic. This system is also available for Kentucky retirees.

The Board was provided with a Decision Tree for discussion. The consultants visited campus and made their recommendations. These reports have been reviewed by the University administration and were presented to the Board today. One option involves a review of partnership opportunities which include totally outsourcing these services or a combination of outsourcing and offering the services in-house. The University could send out a Request for Information (RFI) to see what type of responses are received. That information would then be

evaluated and some decisions could be made. If there is a desire to explore partnership options, the Decision Tree goes one way. If there is no desire to explore partnership options, and these services are to be self-operated, then the Decision Tree goes in a different direction in terms of determining the scope of services to be provided and whether a Student Health Fee should be created or a fee-for-service model should be utilized. A determination will also need to be made in terms of whether the University wants to become involved in insurance and billing.

If the decision of the Board is for the University to explore partnership options, RFIs would be sent out and then reviewed. Town Hall meetings would be held and at the next Quarterly Meeting the Board would be presented with potential options and then move to a Request for Proposals (RFP). An RFP would provide information on specific companies and what services they would be able to provide for the University. If none of the RFPs received will meet the needs of the University, consideration would be given to continuing the self-operation of Student Health Services and the Counseling Center. If the Board desires to pursue a particular RFP, individuals would visit campus and present proposals. At this point the University would still have the option of choosing which RFP to pursue or determine that remaining self-operating would be in the best interest of the institution. There are many available options and if there is a desire to pursue partnerships this process could begin by issuing an RFI to see which companies are interested and go from there. Confirmation was provided that partnerships refer to outsourcing but could also refer to a combination where some services are outsourced while others are offered in-house.

Chair Williams indicated there are two levels of partnering – one is actually providing the service and the other is financing the service. There is the opportunity to potentially reduce or significantly increase the cost to the University depending on the level of services provided. Confirmation was provided that the University administration has extensive information detailing the types of visits that would be covered, including the number of visits and the types of services provided in both health services and counseling. Dr. Davies added that the types of services being offered now are basic health and counseling services but if more extensive medical attention is needed patrons are being sent to a different off-campus location.

Mr. Combs asked the Student Senate for their thoughts on various options that were presented. Opinions were split and when asked about a student fee, especially at the \$150 mark, a lot of students were not supportive of that figure. Of the approximate 22 senators in attendance, ten were okay with the fee if services would be expanded and improvements were made to the facility itself. Others who did not indicate approval for the fee said that they could change their opinion depending on the services offered, the final fee number and things of that nature. All students were against insurance being required for admission to the University but were supportive of an insurance option that students could purchase from Murray State to be utilized for student health services. He also asked for student approval on an insurance option – whether an in-house or outsourced operation – that provided a reasonable fee-for-service for students without insurance and there were approximately ten students in favor of this option. Everyone was in agreement that health services should be offered on campus and all were committed to moving health services to a better location and facility on the residential side of campus with parking access for individuals living off campus, faculty and staff. Students were against the idea of completely outsourcing to a facility off campus because no one wants to drive or walk across campus when they are ill. Looking forward, he believes a fee for mental health services would represent a step backwards for Murray State. When considering available options it is hoped all will try to find a way to keep mental health assistance free or as free as possible.

Mrs. Sewell reported that as Mayor of a city she has observed that oftentimes when individuals have issues in the emotional or mental areas there does not seem to be any place for them to go. The hospital is not the place for these individuals and because there is no other place for them to go they will oftentimes be sent to Western State Hospital. Most of these individuals are younger in age and are being sent to Western State simply because there are no other facilities within the various communities providing the type of service needed. She believes the University needs to consider offering some type of counseling services and how to handle that need will require further discussion.

Mr. Schooley agreed with Mr. Combs in terms of the need for these services to be offered on campus. The services are primarily provided for students but faculty and staff are now also facing higher deductible insurance and when that change was made Student Health Services was

cited as an advantage to help offset these costs. Under the higher deductible plan the employee pays for each visit instead of paying a co-pay to see a doctor. For minor services such as a flu shot employees can go to Student Health Services and he wants to make sure that option remains available to faculty and staff and they are included in the research.

Dr. Robertson indicated the goal of today's presentation was to present the study to the Board to seek direction on how this body would like the administration to proceed. Chair Williams indicated the general consensus of the Board is that the University needs to continue to provide accessible physical and behavioral services, preferably on campus, for students, faculty and staff. The Board needs additional information in terms of how this is accomplished and the process which will be utilized to determine options, along with the financial implications.

Dr. Davies reported the University is looking for affirmation from the Board to follow the Decision Tree as stated with one exception. Concurrently, consideration will be given to self-operation and partnerships. Confirmation was also provided that telehealth and telecounseling services would be built into the RFI process because the University currently does not have this capability. The Board reached consensus this is how the administration should proceed.

Chair Williams reported that his organization started the concept of e-visits on an experimental basis over the last year both for existing employees (12,000) and ultimately with patients. It has been wildly successful in the sense of acceptance and usage. It has oftentimes decreased the necessity of more expensive levels of care. People will call quicker than they will go to a facility and in doing so early intervention for an ailment is provided and this can help eliminate a more expensive visit. This is a sign of the times and the technology exists although applicability to the University's circumstance is unknown. There is a demand for and a willingness to utilize this option if it can be implemented. Dr. Davies indicated telecounseling is currently available for faculty and staff and Ms. Gordon confirmed that it is utilized by 25 percent of the University's populations for services based on the first full year of utilization data.

Dr. Davies confirmed that the University administration will follow the Decision Tree and the dates provided. The Request for Information will be developed, a review of respondent proposals will be undertaken, campus discussions will occur and the Board will be provided with an update and recommendation at the next Quarterly Meeting. Work will continue on the self-operation aspect of health care. There has also been an affirmation that some type of health and counseling services on campus are needed and that option will be studied and will include an identification of possible campus locations.

Ms. Dudley and Dr. Robertson reported the following with regard to Auxiliary Services:

- The reason this discussion differs from that with regard to Student Health Services is because those costs represent a cost to the institution and auxiliary services represent business enterprises that operate on campus and are intended to be self-supporting units.
- An RFP was issued in April and was awarded to MGT of America Consulting Group. MGT has serviced the University before for the last housing study to provide information in terms of when facilities should be updated or replaced and how rates should be set and the model presented by MGT at that time has been utilized for the last several years.
- The review undertaken in terms of auxiliary services represents a different analysis than the one previously undertaken. In this case, the consultants were specifically given the charge to evaluate and recommend the most efficient and effective options for auxiliary services.
- MGT undertakes a great deal of work with regard to housing but not necessarily dining. Therefore, they brought in a company – Porter Khouw Consulting – to consult on dining services and there were two consultants from that entity who participated in the engagement.
- The consultants were asked to provide a clear set of recommendations on facilities and operational factors for each of the auxiliary units. They were also asked to provide pro-forma financial statements on any recommended changes.
- The units specifically reviewed were Dining and Racer Hospitality, Housing and Residence Life (including a preliminary review of sorority housing), the University Store and the Printing Services unit. Printing Services is not technically an auxiliary unit by nature but it is a self-supporting entity that provides a service to campus.
- The first four recommendations focused on Housing and Residence Life. The consultants visited campus and held several focus meetings mainly with staff and students to learn what works and what does not. Consideration was also given to what is financially feasible and what would not be possible.
- The first recommendation was to explore outsourcing of residence hall custodial staff. Custodial work on campus represents a challenge because the University is expanding the square footage

maintained but is not increasing the number of staff responsible for maintaining that additional space. The administration is reviewing the options presented to determine how they can best be addressed, no recommendation has been implemented at this point and different components of each of the suggestions could eventually be utilized.

- The second recommendation with regard to Housing and Residence Life was to explore outsourcing residence hall maintenance staff. Currently the University has maintenance staff dedicated to housing but there are limitations in terms of what can be provided. In response to a question regarding whether a local company would provide these services, it was indicated that it was likely such companies would be available in Paducah or Louisville, Kentucky, or Nashville, Tennessee. The consultants did not identify a specific entity that could provide such services. It was added that there are companies in Clarksville, Tennessee, and Hopkinsville, Kentucky, which offer these type of contracting services.
- The third recommendation was for the University to retain operational control of the Residential Life Program. This would include the residential colleges and associated programming to ensure that these operations remain in-house.
- Although all of these recommendations include exploring outsourcing for custodial and maintenance services, the consultants did not include those recommendations for the overall units of Housing, Dining and the University Store. The consultants felt the University was financially operating these units at a level where it is recovering a similar or more return in relation to what a third party might be able to provide. There are certainly reasons to consider outsourcing to move some of these functions off of the University's administrative oversight. The consultants felt these were basically well-functioning operations but consideration should be given to other possible structures.
- The fourth recommendation was to institute an aggressive and comprehensive Residential Life marketing plan for Housing, Dining and the University Store. Freshman and sophomore students are required to live in University housing and there are a lot of advantages associated with doing so. More aggressive marketing in terms of what the University can offer on campus would also assist with retaining students.
- The consultants reviewed the sorority suite project and recommended developing sorority housing on the College Courts site. The company was not engaged to look at the viability of the project but was asked to consider what sorority housing means to campus. It was determined that sorority housing could have a positive effect on recruitment and retention. The primary focus for the consultants was identifying an appropriate on-campus location for sorority housing. The consultants reviewed the current sorority complex space and its proximity to housing and dining facilities on campus. They considered the safety aspect of having those buildings within the housing complex and doing so would make it easier to monitor safety. The consultants were very supportive of the proposed location and the University entering into the project but they did not provide a financial proposal. Once it is determined how this project would proceed the financial proposal would represent an additional component which would need to be developed. The consultants were very careful not to endorse this recommendation from a financial perspective. They also presented models which have worked well on other university campuses which should be considered. Confirmation was provided that other vendors have been on campus to help explore other housing options which might be feasible.
- The consultants recommended the University Store continue to be a self-operating unit. As a self-operated entity, the University is returning approximately \$350,000 more than outsourcing with a third party would likely yield.
- The consultants made a recommendation to shift the University Store rental program from the Sidewalk vendor to Follett to eliminate liability of inventory and allow faculty freedom to select texts without a three-year commitment. The move to change vendors was already in process prior to the University receiving the consultant's recommendation. The consultants also recommended eliminating most trade books but keeping best sellers/campus authors. This pertains more to a space issue within the University Store because these do not represent "high selling" items. Confirmation was provided that this work was also already underway as part of the budget process last year. It was recommended that the resulting available space could be utilized for a Tech Shop. This entity would not generate a great deal of revenue on its own but it would attract a larger number of students into the University Store.
- The consultants recommended adding parking meters to provide community access to the University Store and it is believed sales could be further improved by encouraging this population to utilize the bookstore.
- The consultants recommended adding the ability to use a Racer Card at the University Store. This was done a number of years ago and returns were not significant but the option will be considered again.
- The consultants recommended utilizing a variety of tools, including the University website and social media, to generate sales in the University Store.
- Print Shop recommendations included consolidating Copy Express into the current location for printing (General Services Building), eliminating offset presses, modifying the manner in which envelopes are printed by purchasing a second digital press with the ability to print envelopes and focusing on graphic design and digital printing/copying. Work was already underway to make all these changes before the recommendations were even provided by the consultants. Confirmation was

provided that the elimination of the offset presses would affect eight print projects currently being handled by the Print Shop and these services would now be outsourced to Gateway Press or another suitable provider.

- An Auxiliary Services recommendation included establishing a new Auxiliary Services Director position with oversight responsibility for the operational and business functions of auxiliary enterprises. Much of the auxiliary enterprise is based on custodial, human resources and financial management. The responsibility for these management functions are currently split between Finance and Administrative Services and Student Services. Student Services would retain the Residence Life programming portion of this unit and Finance and Administrative Services would manage the operational aspect of auxiliaries.
- Housing, Dining and the University Store are currently managed by Student Services and the Print Shop is under the management of University Advancement. The Directors in the Student Services units report directly to the Vice President for Student Affairs. The consultant's recommendation is to hire an Executive Director to which those units would report. This would help gain efficiencies in terms of having one person responsible for bookkeeping, one staff member handling auxiliary finances and one staff member addressing human resources issues.
- Dining recommendations included retaining a self-operated dining operation, with the use of franchise partners as enhancements; retaining the All Access meal plans model; extending hours of operation for Winslow Dining Hall and providing additional menu options; eliminating Pony Express for operating late night weekend hours and reducing delivery times for the Stampede and using those resources to keep Winslow open longer. Confirmation was provided that consideration is currently being given to areas on campus where a franchise partner could be located to also ensure that entity would be accessible to the community at large.

Dr. Davies indicated the University administration is seeking affirmation from the Board that these recommendations have been received and the team is empowered to investigate the feasibility of implementing the consultant recommendations. An update on progress in this area will be provided at the June Quarterly Board Meeting but it was also indicated that some of the recommendations will already be included in the budget.

Student Health Services Consultant Report, accepted

Mr. Kemp moved that the Board of Regents, upon the recommendation of the President of the University, accept the Student Health Services Consultant Report and approve the University administration following the Decision Tree and adhering to the dates as provided. The Request for Information will be developed, a review of respondents will occur and campus discussions will be held in late April, May and June. The Board will be provided with an update at the Quarterly Meeting in June and will be presented with a recommendation for approval. Concurrently, work will continue toward identifying ways to maintain self-operated health and counseling facilities and that there needs to be some type of health and counseling services on campus and appropriate locations for those venues will be investigated. Mrs. Rudolph seconded and the motion carried.

Auxiliary Services Consultant Report, accepted

Mrs. Rudolph moved that the Board of Regents, upon the recommendation of the President of the University, accept the Auxiliary Services Consultant Report and provide the administration with the authority to pursue the recommendations as presented with the understanding that the Board is not recommending action to explicitly implement each and every recommendation presented but simply to pursue the process. Mrs. Guess seconded and the motion carried.

Student Health Services and Auxiliary Service Consultant Reports, authority delegated

Mr. Kemp moved that the Board of Regents, upon the recommendation of the President of the University, delegate to the University administration the authority to administer Requests for Information, as needed, to continue to research revenue options and to make necessary decisions deemed to be in the best interest of the University pertaining to the Student Health Consultant Report prepared by Hodgkins Beckley and the Auxiliary Services Consultant Report as prepared by MGT Consulting Group and Porter Khouw Consulting.

Board consensus was reached that work with regard to Student Health Services should be undertaken concurrently with a review of self-operating options. The Board also reached consensus with regard to Auxiliary Services to empower the leadership team to review recommendations and implement, as needed, in the best interest of the University.

Mrs. Rudolph seconded and the motion carried.

Strategic Plan Update (For Information Only), received

Dr. Fister provided the following quote, “We delight in the beauty of the butterfly, but rarely admit the changes it has gone through to achieve that beauty.” – Maya Angelou

Dr. Fister reported the following:

- Discussions have occurred about developing a dashboard for the University. This work has been undertaken and is being presented to the Board for review.
- With regard to the targeted Strategic Plan, it has been recognized that the University’s composite ACT score has increased to 23.9 and 48.14 percent of students are in the Top 25 percent of the freshman class, versus 45.4 percent in Fall 2015. This speaks to the success of changing the admission standard criteria.
- At the end of the calendar year private funds raised totaled \$5.25 million – 86 percent of the goal.
- The University’s current retention rate from freshman to sophomore year is 74 percent. First-time, full-time freshmen numbers increased by 50 percent in Jefferson and Fayette counties in Kentucky. Oldham County is not included within this mix.
- The regional campuses have great impact on the University and there is an ability to grow in these locations.
- The Strategic Plan initiative teams are led by Chris Wooldridge, District Director, Small Business Development Center – Community Engagement; Fred Dietz, Associate Vice President for Enrollment Management – Student Success; Dina Byers, Associate Professor, School of Nursing and Health Professions – Academic Excellence and Ian Handayani, Associate Professor of Agricultural Science, *Hutson School of Agriculture* and Nicole Hand-Bryant, Interim Assistant Dean and Professor of Art and Design, College of Humanities and Fine Arts – Research, Scholarship and Creative Activity.
- The upcoming Kentucky Student Success Summit will involve individuals from Georgia State who have done an amazing job in terms of student recruitment, retention and graduation. Initiative Chairs and persons involved on initiative teams will attend the Summit to aid in the further development of high-impact practices.
- As a component of the Community Engagement initiative, an inventory of boards and committees that Murray State faculty and staff serve on in the service region is being prepared to increase the level of outreach and engagement to know what is missing. This work will help develop a better connection with the University’s communities and students.
- The Research, Scholarship and Creative Activity initiative includes development of a Google form for submission of scholarly activity and grant production. The efforts of faculty and staff in this arena need to be highlighted and shared with students so they have opportunities to work with experiential education.
- A dashboard was presented to the Board to illustrate where the University stands on current measures in terms of retention and graduation initiatives, academic rigor, academic relevance and career connections. An example of the dashboard of a completed item is the Economic Impact Study conducted by Dr. Gil Mathis, *Professor Emeritus of Economics*, and a reference document was provided in the eBoard book. The Board reached consensus that the dashboard document presented provides sufficient information with regard to the University’s progress toward the various measures outlined. This information will be provided to the University community and Deans and has already been shared with the Vice Presidents and Department Chairs. The dashboard is intended to be a visual document so individuals can see the various measures and assess what they are personally doing to advance those initiatives.
- Two particular components of note associated with the dashboard are as follows:
 - The new tuition model, in conjunction with the new scholarship model, is definitely working in terms of an increase in the number and quality of the freshman class.
 - Student success seminars are encased within the first-year transition courses. If a student does not pass the first-year transition course their graduation rate tends to be in the teens or almost non-existent. Students must be able to complete this course which is offered within the different academic majors. The Student Success Seminar components which have been developed by Peggy Whaley, Assistant Director of Retention and Dr. Cindy Clemson, Assistant Professor of Adolescent, Career and Special Education have had a significant impact in this area. Strategic planning funding in the amount of \$12,000 was provided and has had a significant impact since the process to develop five or six major ideas that students need to know was started in Fall 2014. These topics include how to use the Library, Title IX, what students should do when they first arrive on campus and study skills. From Fall 2014 to Spring 2015 the retention rate for these students was 83.5 percent. For students who did not have the student success component of their courses the retention rate was 76 percent. This data has been reviewed through Spring 2017 and the increase in student retention is 4 percent over those two groups and this also results in

additional revenue for the University. The value of what has been accomplished with these students has been realized in real dollars although the University is about much more than real dollars. It is about students and helping them to succeed by providing pathways for success. All associated with this initiative were commended for their efforts.

This report was presented for informational purposes only and required no Board action.

Retirement of the *Murray State University Comprehensive Plan*, approved

Dr. Kelley Wezner, Director for Institutional Effectiveness, reported that the previous Murray State Comprehensive Plan, which collects all of the strategic planning documents the Board has approved, was last reviewed in 2011. Since that time a new Strategic Plan has been approved by the Board of Regents and replaces a good number of the documents originally included in the Comprehensive Plan. So that there are not competing and confusing documents – and potential directions which could be taken – the Board is being asked to retire the Comprehensive Plan and documents contained therein which are no longer being utilized. This will allow for planning and evaluation efforts to be focused solely on those documents which are still in place, including the Mission Statement, Vision Statement, Strategic Directions Statement and the current Strategic Plan. The documents which the Board is being asked to consider retiring have been highlighted in the information included in the eBoard book. For Southern Association of College and Schools accreditation purposes, if these former documents are in existence they must be evaluated and that is not necessary since they are no longer being utilized.

Mrs. Guess moved that the Board of Regents, upon the recommendation of the President of the University, approve the retirement of the *Murray State University Comprehensive Plan* with the understanding that the University Strategic Plan encompasses the purpose and vision of the University as its replacement and the Vision Statement, Mission Statement and Murray State University Board of Regents Strategic Directions Statement remain in place in its current format or until the Board directs that changes are necessary. Mr. Schooley seconded and the motion carried.

Murray State University Annual Police Department Report (For Information Only), received

Jamie Herring, Murray State University Chief of Police, reported the following:

- He has been involved in campus law enforcement for 34 years and one thing rings true no matter where one goes or what institution they are involved with and that is having great faculty, facilities and course requirements are important but when parents drive away from campus those factors take a back seat in the parent's mind in terms of whether their child will be safe on campus. Having a well-functioning and trained Police Department in place to protect campus is essential to recruitment and retention.
- Police Operations include 16 sworn police officers with arrest authority on campus and throughout the county, five certified police telecommunicators (with an accredited Telecommunications Office) and nine student Racer Patrol officers. The Racer Patrol officers assist with securing the various buildings on campus, providing safety escorts and conducting safety checks around the residential college complex. Parking Operations include three full-time employees and seven part-time employees. These individuals are responsible for the day-to-day operations of the Police Department and enforcement activities. The Murray State Police Department Organizational Chart for 2017 was included in the eBoard book.
- In 2016 dispatchers received 37,662 calls to police communications. Of those, 6,973 calls were for service that officers actually had to respond to and from that officers filed 851 individual reports based on actions taken. Confirmation was provided that 911 calls made from campus come to the Police Department but 911 calls from a cell phone, etc. are directed to the city, although they are eventually transferred back to the University. Most individuals on campus know they can call 2222 to reach the Police Department. In 2016 officers wrote 734 traffic citations, issued 44 criminal citations and made 56 total physical arrests. They also conducted 7,361 security checks and provided 65 educational programs to student groups, the residential colleges, faculty and staff and within the community. Topics covered included alcohol and drug abuse to general personal and property safety.
- One tool all have access to on campus is the LiveSafe app which represents an alternative form of communication between the community and the police using the technology that students prefer (smart phones). This represents a great silent tool to report suspicious activity or actual occurrences, such as an automobile accident, directly to the police. It also allows others to track a person's progress walking on campus to ensure their safe arrival at the desired destination. Dr. Davies confirmed that in discussions with prospective students and their parents the LiveSafe app represents

a useful tool which demonstrates the University's focus on campus safety. Chief Herring confirmed that so far this year 414 safe walks have been observed and there were 115 crime tips and 19 emergency calls received. As of last week there were 2,852 users registered with LiveSafe. A strategic effort is being utilized to increase usage. Trying to convince upperclassmen to do something differently is more difficult than persuading new freshman students. The Police Department is focusing efforts on attending Summer Orientation sessions to establish the LiveSafe app as the "norm." Confirmation was provided that this tool is very important among parents as well and usually they are willing to download the app while they are still on campus. In the Fall an effort will be made to utilize the app during athletic events for spectator monitoring in terms of being able to report an individual if they are causing a disturbance.

- Campus crime statistics were included in the eBoard book for 2015 and 2016 and included the year-to-year percentage comparisons. At any university theft is the number one priority police are required to deal with and at Murray State thefts decreased significantly (21 percent) between 2015 and 2016. At the beginning of the year an emphasis is placed on preparing students to look after their own property and understand they are personally responsible for their own safety. The decline in thefts can be attributed to officers doing a much better job using crime information provided to target certain locations on campus. When Chief Herring first arrived on campus he pulled Patrol Officers off of writing parking tickets because these individuals needed to be in the buildings having interactions with students and offering programming to provide information to students about potential crimes. The success of these efforts is reflected in the decrease in thefts on campus.
- Criminal mischief includes vandalism and there was no significant change between 2015 and 2016. Drug offenses increased by 17 percent during this time period but this has varied a great deal over the past several years.
- The number of harassment offenses dropped by 50 percent from 2015 and 2016 but such occurrences are typically cyclical in nature and many times depend on the environment associated with the incoming classes.
- Alcohol offenses increased by 213 percent and while this looks like a large increase, one of the results of pulling the Patrol Officers off of other duties is the ability to place an emphasis on their efforts toward pedestrian and vehicular safety. The increase in this area is a result of driving under the influence arrests.
- There was a 46 percent decrease in burglaries on campus from 2015 to 2016 and it is hoped this is due to efforts which the Police Department is undertaking. Sex offenses remained essentially the same. There was a reduction in the number of assaults on campus, which is also cyclical in nature.
- Recent initiatives include reaccreditation of the Police Department through the Kentucky Association of Chiefs of Police and that process is currently underway. Murray State's Police Department was among the first in the state to pursue accreditation. An upgrade in the Emergency Notification System on campus has also been completed. Upon arrival on campus Chief Herring discovered that the Emergency Notification System the University had in place was intended for K-12 schools to send messages and it did not meet the needs of a university. An RFP is currently out to secure a system that has a broad array of contact methods to model what other modern universities are also doing in this area. During Summer and Fall 2017 this new system will be rolled out as "Racer Alert" and will include instructions on what to do in the event of an actual emergency.
- Free tools from Google are being used to help improve internal communications and forums where officers and other employees can ask questions are being utilized to receive an answer directly from the Chief to ensure there is no misinterpretation of policy.
- A new Police Department website is being developed and will be revealed soon and will reflect the name change from Public Safety to the University Police Department. The new website will be more user-friendly and will contain additional pertinent information to allow for better communication with the University community.
- Chief Herring is a firm believer all should prepare for the disaster that hopefully never happens and this is why efforts geared toward mutual aid cooperation are being expanded. The Murray State Police Department wants to have relationships with other police agencies in place prior to an event happening on campus, especially with other campus agencies in the state. If a tornado occurs in Murray and causes significant damage on campus, the University will not be able to depend on Calloway County or the City of Murray for assistance because they will be dealing with their own situations. An effort is being made to develop cooperative agreements ahead of time with the University of Kentucky, Eastern Kentucky University and Western Kentucky University. Chief Herring would prefer to have officers from these institutions on campus in an emergency situation because they are trained in a similar fashion as the Murray State Police Department. Work to expand these efforts is currently underway and would be reciprocal in nature. Confirmation was provided that this work includes severe weather notifications. Over the years Chief Herring has investigated how other campuses affected by severe weather events have handled those situations. This is also why an Emergency Operations Plan is in place.
- The Police Department is also in the process of creating a new Mission, Vision and Values Statement. It is important for any organization to understand its values and what all will be held accountable for at the University.
- Future initiatives include creating a Student Advisory Board and this work is proceeding rapidly under the direction of Assistant Chief Jeff Gentry. The Murray State Police Student Advisory

Council will represent a standing advisory group which will voice concerns about police practices and provide input on policies and procedures. The advisory group will also help the Police Department build dialogue with students. The organizational meeting of this body will occur in March and the Student Government Association President will be a standing member, as well as members from specific organizations and at-large representation.

- An effort will be made to establish a Bridging the Gap-Police/Community Relations Program which represents a way to build relationships with the community utilizing improvisation, games and other tools. Officers will likely benefit more from this initiative than the community because they can put themselves in the place of individuals they are serving. A Ride Along Program has also been established which allows members of the community to ride in a police car and see first-hand what officers do. All Board members were invited to participate if they are interested.
- All departmental procedures will also be revised. Model policies from the International Association of Chiefs of Police and the Commission on Accreditation of Law Enforcement Agencies are being reviewed to ensure current Police Department practices meet 21st Century standards for law enforcement agencies. This work will continue over the coming months.
- A review of the University's Emergency Operations Plan will be undertaken. A good plan is currently in place but it currently does not include all the agencies it should and it is not concise, especially in an emergency situation.
- Work will be undertaken to create a Campus Camera Master Plan to determine whether cameras placed across campus are accomplishing what they were intended to do. This represents an effort to continue to keep campus safe in an organized fashion over the next five or six years, resulting in a comprehensive plan that makes the most of limited funding available for this purpose.

Chair Williams expressed appreciation to Chief Herring for his leadership and for the great efforts of the Murray State Police Department.

Dr. Davies reported that House Bill 249 represents a concealed carry initiative that would allow individuals, if they have a concealed carry permit, to bring weapons on campus. Weapons are currently prohibited on campus. Chief Herring reported that when guns become commonplace on campus the idea of what is safe and what is not can become confusing. When officers are called to an incident they do not need to be put into a situation where they do not know who the good guy is versus the bad guy. The more weapons are introduced into a situation the more complicated this distinction becomes. In concept this may seem like a good idea but in practice it really is not. Mr. Rhoads indicated it is his hope law enforcement is heard on this proposed bill and the Legislature is able to separate safety from politics.

This report was presented for informational purposes only and required no Board action.

Adjournment

The Board adjourned for lunch beginning at 11:38 a.m.

Reconvene

Chair Williams reconvened the Quarterly Board of Regents Meeting and Committee Meetings at 12:38 p.m.

Committee Reports/Recommendations

Academic Excellence and Scholarly Activities Committee

Walter Bumphus – Chair

Katherine Farmer

Susan Guess

Lisa Rudolph

Phil Schooley

In the absence of Dr. Bumphus, Ms. Farmer called the Academic Excellence and Scholarly Activities Committee to order at 12:38 p.m. and reported all other Committee members were present.

EDGE – Office of Experiential Education Update (For Information Only), received

Dr. Duncan reported the following:

- The vision for the Office of Experiential Education is to provide Murray State students with the best experiential learning program in the nation. The mission for the office is to assist students, faculty and staff in developing, promoting and participating in experiential learning activities.
- The idea for the EDGE office grew from the Murray State University Quality Enhancement Plan (QEP) – Bring Learning to Life. In order to determine what the institutional priority should be, an environmental study of all constituency groups associated with the University was conducted. It was clear that experiential education was considered to be one of the most important aspects of a student's educational experience to help them be successful as college students but also in their future career.
- The purpose of the QEP is to improve experiential outcomes through the implementation of learning experiences in which students apply principles learned in the classroom in a real-world setting. Professional development opportunities related to relevant pedagogical areas such as problem-solving, critical/creative thinking and integrative learning are provided. A focus has also been placed on helping faculty and staff develop the skills, knowledge and abilities necessary to make these opportunities available to Murray State students.
- The ultimate goal for the EDGE office is for every student to have an experiential learning opportunity or activity before they graduate. The office has been developed to ensure these activities and opportunities are widely available and supported across campus. As work was underway to develop this office, individuals from every aspect of the University campus were involved in the process. The EDGE office grew from the Quality Enhancement Plan which was driven by faculty and staff based on information gathered from the entire University and surrounding community.
- This office will make a variety of experiential learning activities and opportunities more available to students. The first type of activity upon which a focus will be placed includes experience-rich activities. In order to qualify as an experience-rich activity, initiatives must satisfy three requirements. The activity must provide an application of knowledge and skills in a real-life setting, result in a final product documented by a pre- and post-reflection and involve interaction with and feedback from a third party outside of the traditional student-faculty classroom interaction.
- A second type of activity is student leadership which develops leadership abilities and involves service in leadership roles within and outside of the University. Students will be provided with more opportunities for the type of activities which will help develop their leadership skills.
- A third type of activity is student research and creative activity with mentored activities involving application of knowledge to a variety of research, creative and other scholarly activities. This also includes scientific, clinical and other scholarly research projects, field work, creative arts, etc.
- A fourth type of activity is study abroad which provides an opportunity for students to have academic experiences which occur in another country and also enables students to learn about and experience cultures different from their own. The key focus in this area is that these opportunities are not simply trips. They are real academic experiences taking place in another country. Not only are students gaining the academic knowledge associated with the course but they are also learning how to apply that knowledge within an entirely different, new and unique culture.
- A fifth type of activity is study away which is similar to study abroad but takes place in the United States and includes research, creative activities, field schools and other experiential learning opportunities. Study away is led by faculty from another institution and includes programs in which a student spends a semester or more taking classes at a university in another state (or vice versa). One of the best examples of this type of initiative is the National Student Exchange.
- A sixth type of activity is service learning which includes community service activities attached to academic course and/or program learning objectives. This provides students with a broader understanding of their program of study and creates an enhanced appreciation of civic responsibility. This goes beyond simple volunteerism by requiring the application of the academic knowledge and experience to a civic activity by connecting the student to the community so they can learn a civic responsibility and gaining this knowledge is quite valuable.
- A seventh type of activity includes internships and co-ops which provide students with the opportunity to work directly with practicing professionals in a chosen field of study. The plan is to grow these opportunities for students and this work will be undertaken in conjunction with the new Career Services Director.
- The leadership structure for the new Office of Experiential Education will fall under Dr. Duncan as Associate Provost for Undergraduate Education and she will work closely with an Advisory Board comprised of individuals from both within and outside of the University. A variety of areas will report directly to the EDGE leadership but the office will have strong connections with all areas of the University, specifically the Faculty Development Center, Retention Office, Honors College, Center for Student Involvement, Career Services (student employment), Scholarship Office, Small Business Development Center, McNair Scholars and the Office of Sponsored Programs. Every aspect of the University will be connected with the Office of Experiential Learning in some manner, as will different facets of the community.
- Goals have been established for the EDGE office utilizing 2015-16 data. The EDGE office will grow slowly over the first year because the focus during this time will be on developing infrastructure to ensure everyone within the community has what is needed to be able to provide experiential learning opportunities. The plan is for the EDGE office to grow quickly following the initial year of implementation. This goal-setting work has been undertaken within the parameters of the Strategic

Plan to ensure that all students have the opportunity to have an experiential education opportunity before they graduate.

- The following was reported in terms of baseline numbers:

	2015-16	Year 3 2019-20	Year 5 2021-22
Study Abroad	292	292	321
Internship/Co-op	108	119	131
Service Learning	25	30	90
Research/Creative Activity	121	145	160
Leadership	Data being gathered	10%	10%

- Currently within Career Services there is a position specifically dedicated toward coordinating internships and co-ops. The EDGE office will work much more closely with Career Services to ensure these opportunities are available. Confirmation was provided that some colleges already provide their own experiential learning opportunities and those structures will remain intact. At Murray State the various programs handle internships and co-ops in different ways and some do not have any type of formal structure in place for these opportunities. The Career Services staff member will help those programs that do not have an internship and co-op structure in place to develop such opportunities for their students. The eventual desire is for the EDGE office to also be able to assist programs and colleges with experiential learning opportunities already in place with the more bothersome work associated with managing these opportunities. Department Chairs indicated that their units require internships and they must spend a great deal of time establishing contracts and ensuring all legal requirements are being met. For these areas where internships and co-ops are already in place, if these Chairs did not have to spend as much time focusing on administrative work they would be able to focus on other initiatives.

This report was presented for informational purposes only and required no Board action.

Program Proposal: Master of Science in Occupational Therapy (For Information Only), report received

Dr. Pervine reported that Dean Marcia Hobbs, Dr. Amelia Dodd, Assistant Professor of Applied Health Sciences and Dr. Melinda Henshaw, Occupational Therapy Program Director, all in the School of Nursing and Health Professions, are responsible for advancing the development of a Master of Science in Occupational Therapy. Dr. Henshaw is a doctorally-prepared occupational therapist and is helping the University develop its program and curriculum in this regard.

Currently in Kentucky there are only two master's degree programs in Occupational Therapy (OT). One is at Eastern Kentucky University and the other is at Spalding University which is a private institution. Murray State will have the third Occupational Therapy program in the state and the only one in this region which includes Kentucky and surrounding states. There is currently a real need for Occupational Therapists. In the Paducah area alone, there are 25 vacant Occupational Therapist positions (according to an employer survey) and across the state of Kentucky this number is well over 400 vacancies. The only graduate OT programs in Illinois are in the Chicago area. Bureau of Labor Statistics data shows that the OT profession is expected to grow 29 percent between 2012 and 2022. The potential exists for there to be even greater need as the population ages.

The cohort-based program will be offered in Paducah, partnering with Baptist Health, at the Murray State University *Paducah Regional Campus*. It is anticipated that 24 students will be admitted in each cohort. The curriculum will cover the required American Council on Occupational Therapy Education standards and qualifies graduates to sit for the National Board for Certification in Occupational Therapy examination. Baptist Health has entered into a verbal agreement to provide facilities for in-house laboratory spaces for student practice and this will prevent the need for the University to build a separate teaching laboratory. The program must have a doctorally-prepared Program Director and at least two additional qualified faculty.

The University's pre-proposal to the Council on Postsecondary Education was submitted yesterday and will remain with that entity for 45 days to provide other universities and CPE staff with an opportunity to comment. Once this time period has passed (mid-May), the Board will be asked to formally approve the Master of Science in Occupational Therapy program proposal at its June Quarterly Meeting. The CPE will then take action on June 16. The accrediting body

will receive the University's Self-Study in August with approval being anticipated in December 2017. The expected start date for the program is June 2018.

This report was presented for informational purposes only and required no Board action.

Center for International Business and Trade (Murray State-Paducah) Update (For Information Only), received

Dr. Sandy J. Miles, *Hutchens Distinguished Professor of Management* and Professor of Management, Marketing and Business Administration reported the following:

- Appreciation was expressed to the Board for their leadership. Dr. Davies and Dean Tim Todd, *Arthur J. Bauernfeind College of Business*; Dr. Brian Van Horn, Associate Provost for Regional Academic Outreach; Dr. Jackson and Mr. Wooldridge were thanked for supporting and shepherding this project.
- Paducah was named as a Foreign Trade Zone (second in the state) in December 2015, affording this region with significant opportunities for economic growth and development and, ultimately, job creation. Designation as a Foreign Trade Zone means these areas are more attractive because some fees associated with shipping through local ports will now be removed. There is tighter security given the customs border and merchandise can remain within this zone indefinitely. This means that distribution and intermediary firms will be attracted to the Foreign Trade Zone because they can import parts from around the world and assemble them in Paducah and not pay a tariff until the product leaves port. This initiative is aimed and designed toward enhancing economic development and job growth in Paducah.
- In terms of state and local taxes, approximately \$1 billion is raised from trade. Kentucky trades with 198 countries with the United Kingdom, France and Canada being the top trading partners. Brazil, Mexico and China are also customers. Trade supports approximately 138,000 jobs and the United States Department of Commerce projects this number will exponentially increase over the next decade.
- This leaves Kentucky in a unique position in terms of trade. One of the state's top products is aerospace, including motor vehicles, resins, rubber and basic chemicals. The state also has a great reputation overseas. Kentucky is globally connected with two international airports, two worldwide air cargo hubs (DHL and UPS); over 1,200 miles of navigable waterways and nine active river ports; 3,192 miles of track, including 2,323 miles of Class I track and 20 interstates and major highways, including the I-69 corridor which will connect Canada and Mexico. If goods can get to Kentucky they will be within one day's drive of two-thirds of the population in the United States or a two-hour flight to most major cities in the United States. Kentucky is in the center of a 34-state distribution system.
- Most exporting is currently conducted in the center part of Kentucky in Louisville (\$8.8 billion), Lexington (\$2.2 billion) and Bowling Green (\$243 million). This helps to illustrate the economic landscape of this proposition. Taking into consideration where growth is occurring versus where the resource centers are, it can be seen that western Kentucky has Small Business Development Centers, the United States Export Assistance Center, the Northern Kentucky International Trade Association and the World Trade Center of Kentucky in Lexington. There is no support mechanism located in western Kentucky available to businesses engaged in international business and trade. The University's current programming and faculty expertise are a natural conduit for filling the gap for this underserved market that has now been designated as a Foreign Trade Zone. Projections from the U.S. Department of Commerce and how e-commerce is transforming international trade further show the potential in this area. Currently there are two million participants on Amazon who are trading globally, two million on Alibaba, 50 million on Facebook and 59 million on eBay. Quite a lot is occurring with regard to international business and trade and Kentucky is sitting in the geographic center. Murray State's role in this enterprise is unique because the *Paducah Regional Campus* is adjacent to a Foreign Trade Zone which provides huge opportunities for students to receive relevant degrees and position job growth and economic development in Kentucky.
- The University's Mission Statement includes teaching, research and service excellence which are core values and guiding principles that promote economic development for the well-being of the citizens of the Commonwealth of Kentucky and the region. The University places a high premium on academic outreach, collaborative relationships with alumni, the public schools, business and industry, governmental agencies and other colleges and universities at home and abroad. The University is committed to international education as an integral dimension of the Murray State experience.
- The Center for International Business and Trade will partner with other businesses and educational institutions. The vision for the Center is to become the hub for business resources and information necessary to support and facilitate growth for the region's businesses, thereby advancing trade and economic development for western Kentucky and boosting the state economically. The University wants to position the Center as a place that allows students to interact more closely with businesses and engage in more real-life experiences with international trade and business.
- The Center will engage diverse stakeholders (including businesses and community-based organizations), philanthropic organizations, government and educational institutions. Paducah has a reputation for doing just this and in 2000 launched the Artist Relocation Program. This brought

together government agencies and local businesses to improve Paducah. In 2015, Paducah reported receiving approximately \$40 million in economic development gains from this program alone. Several cities have taken pages out of the Paducah playbook. Most recently, New York City passed the Workforce Innovation Opportunity Act that calls for a center or hub to be established with government, businesses and educational institutions. Instead of this being an educational initiative it was actually brought forth by the City of New York. This is where the world is heading right now in terms of universities partnering with different organizations and institutions in order to capitalize on opportunities that are afforded and needed in the region in which it serves.

- The Center for International Business and Trade will require the establishment of a Board that represents the community in which it is destined to serve and ensure it functions as intended. The Center must also address the needs of workers at all stages of the employee lifecycle so a workforce that is attractive to both existing businesses and organizations and those desiring to relocate can be prepared, in addition to establishing workforce development programs based on resources Murray State offers in terms of academic programs and resident experts in a lot of different areas – specifically Logistics and Supply Chain Management, Entrepreneurship and International Business – with a long-term goal of developing an International Trade program option.
- The immediate path forward includes seeking funding for establishing and growing the Center, developing a plan which includes identifying key players, establishing tier proposals in accordance to audience and companies to be the first benefactors of the economic benefits and working with the Office of Development to engage alumni support and interest. Dr. Davies has extended an invitation to World Trade Center Kentucky to start looking at how the University could work together with that entity in this part of the state.

This report was presented for informational purposes only and required no Board action.

Mid-America Remote Sensing Center (MARC) Name Change to Mapping Applications and Resource Center (MARC) (For Information Only), report received

Dr. Duncan reported that the name of the Mid-America Remote Sensing Center is being changed to the Mapping Applications and Resource Center. The logic behind making this change includes that the original name was the perfect description of what the Center did at the time it was first created. Work the Center is currently undertaking has grown and expanded beyond the initial scope. Changing the name to one that more accurately reflects the work actually taking place in the Center will help grow the name and assist in the search for resources from the community and the campus as a whole.

This report was presented for informational purposes only and required no Board action.

Adjournment

The Academic Excellence and Scholarly Activities Committee adjourned at 1:15 p.m.

Audit and Compliance Committee

Jenny Sewell – Chair

Susan Guess

Stephen Williams

Mrs. Sewell called the Audit and Compliance Committee to order at 1:15 p.m. and reported all Committee members were present.

Auditing Services Contract, authorized

Ms. Dudley reported that the University finished its current audit contract with RubinBrown upon receipt of their final audit as of June 30, 2016. This audit report was presented to the Board at the last meeting. The audit contract for the University immediately went out for bids and seven auditing firm responses were received. Six individuals were selected from within the University to form a committee to undertake the Request for Proposals process. Committee members included Ellen Dale, Director and Jason Royalty, Assistant Director-Reporting, both from Accounting and Financial Services; Jan Fuqua, Director of Procurement; Susie Malloy, Controller for the Murray State Foundation; Michelle Saxon, Internal Auditor and Dr. Holly Rudolph, Professor, was the faculty representative from the Department of Accounting. The Committee developed the RFP and reviewed responses received from the seven firms that responded and evaluated those based on the same criteria. Appreciation was expressed to all for

their willingness to participate in this time-consuming process. The RFP asked for fixed prices for four years, with a three-year extension, in an attempt to have a second-year contract as was done last time. Through review of the proposals which included price, experience, quality, staffing, timing of the audit to ensure state guidelines could be met, the audit approach and references, the Board is being presented with a recommendation to appoint Dean Dorton Allen Ford, PLLC as the University's new audit firm. Dean Dorton is a large regional firm (186 employees) with offices in Lexington and Louisville. The firm has conducted audits for several other higher education institutions in the state. Dean Dorton had the highest score and their pricing was competitive. In her capacity as Chair of the Audit and Compliance Committee, Mrs. Sewell was kept apprised of this process as it moved forward. The Board is also being asked to authorize to allow Ms. Dudley and the President to sign the fiscal year 2017 Audit Engagement Letter upon consultation with the Audit and Compliance Committee Chair. Traditionally this is brought before the Board for approval but due to timing this year that luxury is not an option.

On behalf of the Audit and Compliance Committee, Mr. Williams moved that the Board of Regents, upon the recommendation of the President of the University, authorize the University to issue a contract to Dean Dorton Allen Ford, PLLC for the performance of the University's financial and compliance audits for the fiscal year ending June 30, 2017, at a cost of up to \$118,125 and further authorize the University to enter into three subsequent contract renewals based upon mutual consent at the following rates:

2017-18	\$120,725
2018-19	\$123,525
2019-20	\$126,325

In addition, the Board of Regents authorizes the President of the University and the Vice President for Finance and Administrative Services to sign the fiscal year 2017 Audit Engagement Letter upon consultation with the Audit and Compliance Committee Chair.

Mrs. Guess seconded and the motion carried.

Adjournment

The Audit and Compliance Committee adjourned at 1:19 p.m.

Full Board Action – Audit and Compliance Committee

- **Auditing Services Contract, authorized**

On behalf of the Audit and Compliance Committee, Mrs. Sewell moved that the Board of Regents, upon the recommendation of the President of the University, authorize the University to issue a contract to Dean Dorton Allen Ford, PLLC for the performance of the University's financial and compliance audits for the fiscal year ending June 30, 2017, at a cost of up to \$118,125 and further authorize the University to enter into three subsequent contract renewals based upon mutual consent at the following rates:

2017-18	\$120,725
2018-19	\$123,525
2019-20	\$126,325

In addition, the Board of Regents authorizes the President of the University and the Vice President for Finance and Administrative Services to sign the fiscal year 2017 Audit Engagement Letter upon consultation with the Audit and Compliance Committee Chair.

Mrs. Guess seconded and the roll was called with the following voting: Mr. Combs, yes; Ms. Farmer, yes; Ms. Green, yes; Mrs. Guess, yes; Mr. Kemp, yes; Mr. Rhoads, yes; Mrs. Rudolph, yes; Mr. Schooley, yes; Mrs. Sewell, yes and Mr. Williams, yes. The motion carried.

Buildings and Grounds Committee

Sharon Green – Chair

Clinton Combs

Daniel Kemp

Jerry Rhoads

Phil Schooley

Ms. Green called the Buildings and Grounds Committee to order at 1:20 p.m. and reported all Committee members were present.

Transfer of Old Breathitt Veterinary Center Property, approved

Mr. Kemp disqualified himself from any Board discussion or vote associated with the Breathitt Veterinary Center because he has been involved in facilitating this transfer.

Ms. Dudley reported work is currently underway for Murray State University to physically move into the new Breathitt Veterinary Center in Hopkinsville, Kentucky. As this work progresses, consideration needed to be given to the old facility and how that should be handled because once relocated in the new Breathitt Veterinary Center the University would no longer have a use for this building. The University created Murray State's Breathitt Veterinary Center in 1979 via an Executive Order and has lived in that building since that time. Renovations have occurred and all were funded by state dollars although the University has been responsible for maintaining the facility. The building itself was given to the institution and any major renovations have been funded by the state of Kentucky. When the University initially accepted the building it also purchased two tracts of land. The deed to the original site of the old Breathitt Veterinary Center is in the name of the Commonwealth of Kentucky. The two additional tracts purchased by the University include 5.038 acres purchased in 1979 and 5.349 acres purchased in 1980. Both tracts are adjacent to the property and belong to Murray State. These two tracts of land are essentially what the Board is being asked to address today – although all three tracts will be part of the transfer.

On behalf of the Buildings and Grounds Committee, Mr. Combs moved that the Board of Regents, upon the recommendation of the President of the University, approve the transfer of ownership of its interest in the Old Breathitt Veterinary Center property, without monetary consideration, to the Christian County Board of Education – said transfer being subject to approval by the Kentucky Finance and Administration Cabinet Secretary. Mr. Schooley seconded and the motion carried.

Chair Williams recognized Regent Kemp for his incredible assistance in helping to facilitate this transfer. His leadership is very much appreciated although he purposely did not participate in today's discussion or vote on the matter.

Major Projects Update, received

Mr. Burdette, Interim Chief Facilities Officer, and Jason Youngblood, Assistant Director of Facilities Design and Construction, reported the following:

- Breathitt Veterinary Center employees are currently moving into the new building and approximately 90 percent of this move has been completed. The plan is for the new facility to be open and fully operational on Monday. A few items still need to be completed in the building but none of those issues will keep the employees from occupying the facility. They simply represent closeout issues associated with a building of this size and nature. This work will continue over the next several months as the construction phase is brought to conclusion. Everything is proceeding well and the project remains within budget.
- Some delays have been experienced with the new Engineering and Physics Building but the facility is on target to be ready for the April 21 dedication and the project remains within budget.
- The Chemistry remediation project is progressing. On December 16, 2016, President Davies executed a tri-part contract with A&K Construction Company and Hastings and Chivetta Architectural Firm. There have been three project meetings to date and the Chair of the Department of Chemistry and the Laboratory Technician have been actively involved in planning efforts. Several classrooms and laboratories will be taken down to the bare bones and then remediated. The two most challenging rooms will be the organic laboratories that have a total of 24 fume hoods which must be taken out and reinstalled. The project is moving forward, will have no cost overruns and is scheduled for completion by August 1. Appreciation was expressed to the Chemistry faculty and Dean Cobb for their assistance over many months. The cost of this project is \$1.7 million. Commissioning will be undertaken as this

work progresses. A final commissioning will be conducted at the end of the process in order to guarantee everything works properly.

- During the Fall semester an outside firm was engaged to evaluate what is occurring in the Biology Building. The issues are similar to those in the Chemistry Building but are also somewhat different. There are serious HVAC and air pressurization concerns in that building. This facility was the first to experience mold a year and a half ago. Work will begin to undertake an evaluation in terms of what the next steps should be and the Board will be updated on viable options.
- The campus electrical system upgrade project is the number one priority at Murray State University. The goal is to have a sustainable and reliable electrical grid system. Recently-hired Energy Optimization Manager Kevin Jones has provided a reminder that the University is in essence running a small utility company serving over 12,000 individuals on campus.
- During Fall Break in October and over Thanksgiving in November, the University's electrical crew, outside electrical contractor and the maintenance crew were on campus to undertake mapping and maintenance work. Instead, a switch blew each time this work was undertaken and the campus lost power. All had to rethink how to restore electrical power to campus and this is normally accomplished in stages. In this instance power was restored to campus all at one time. A pole had been placed on the Engineering and Physics lot so no additional switches were destroyed and the power eventually held and this presented an important process for all to understand. As a result of this work, power on campus will be turned off during Spring Break and mapping and maintenance efforts will continue. The mapping exercise takes power from 69,000 volts at the Central Plant down to household current in every room. Work is also taking place to map all pieces of equipment the University owns. Once this mapping work has concluded the University will rely on the engineering consultants who will then begin computer modeling for the institution by signaling the electrical grid system to undertake various tests given the relay switches and other components which have been installed. This will help simulate what is occurring on campus under load without actually having to take power down for the entire campus in order to conduct the testing exercise. This represents another big step in the entire process. Confirmation was given that the Tennessee Valley Authority is not providing assistance as this work is undertaken although their consultants have provided some help. The University is working with another partner in this regard. The Electrical Grid System will continue to be a major project for the University over the next several years. Two planning meetings have occurred and appropriate notices will be provided to campus soon.

This report was presented for informational purposes only and required no Board action.

Adjournment

The Buildings and Grounds Committee adjourned at 1:34 p.m.

Full Board Action – Buildings and Grounds Committee

- **Transfer of Old Breathitt Veterinary Center Property, approved**

On behalf of the Buildings and Grounds Committee, Ms. Green moved that the Board of Regents, upon the recommendation of the President of the University, approve the transfer of ownership of its interest in the Old Breathitt Veterinary Center property, without monetary consideration, to the Christian County Board of Education – said transfer being subject to approval by the Kentucky Finance and Administration Cabinet Secretary. Mr. Rhoads seconded and the motion carried.

Enrollment Management and Student Success Committee

Lisa Rudolph – Chair

Walter Bumphus

Clinton Combs

Katherine Farmer

Sharon Green

Mrs. Rudolph called the Enrollment Management and Student Success Committee to order at 1:35 p.m. and reported all Committee members were present with the exception of Dr. Bumphus.

Spring 2017 Preliminary Undergraduate and Graduate Enrollment Update and Fall 2017 Undergraduate Applications Update (For Information Only), received

Mr. Dietz and Dr. Pervine reported the following with regard to undergraduate and graduate enrollment:

- Fall 2016 enrollment was down 5 percent and this typically represents a carryover trend to the following Spring Semester. Total enrollment is down 4.9 percent for Spring 2017 and this includes both undergraduate and graduate numbers.
- First-time freshmen numbers are down by 23 students. First-time transfer enrollment is also down slightly (34 students). First-time graduate enrollment is down slightly from last year (73 students). Overall, preliminary international enrollment numbers are down by approximately 170 students.
- The preliminary enrollment report indicates that Spring enrollment is down from last year by approximately 5 percent but numbers are not locked in with the Council on Postsecondary Education until March 25. Factors which can be attributed to the overall decline are as follows:
 - Approximately 192 fewer total students in graduate programs;
 - Approximately 176 fewer international students;
 - Approximately 63 students were purged due to nonpayment;
 - Approximately 60 fewer new freshmen and transfer students for Spring 2017 and
 - Approximately 45 more students applied for graduation in Fall 2016 versus Fall 2015.
- Graduate numbers are down for Spring 2017 but were also declining slightly in prior semesters. The reasons for a sizeable drop in graduate enrollment include the fact that of the approximate 190 graduate student decline, 130 of those are international graduate students. The decline in international enrollment is not unique to Murray State and represents a trend across the country. The Council of Graduate Schools' 2016 Enrollment Report indicated, for example, that Saudi Arabia enrollment across the country is down approximately 16 percent and India enrollment is down 7 percent.
- Last year the University did not have an International Recruiter but an individual has now been hired to undertake this work. The presence of an International Recruiter is expected to help the University in terms of impacting international graduate numbers.
- A number of initiatives are being considered that will help increase graduate enrollment, including expanding program offerings. In two weeks a meeting will take place with Pearson which is a firm that does market research to help the University determine what online programs would be the most feasible to offer.
- Now that Kentucky is part of the State Authorization Reciprocity Agreement (SARA) Consortium, the University is at liberty to offer its graduate programs to nearly every state. This represents a huge market but the right programs to be offered must be identified.
- Consideration is being given to moving more graduate programs to the cohort models. Some programs are considering changing when they admit students into those core cohorts and moving from Fall cohorts to Spring cohorts. This could initially result in a decline in Fall enrollments but as those cohorts move through the program that will correct itself.
- Consideration is being given to low residency graduate programs such as the Master of Fine Arts. There are other programs in the College of Humanities and Fine Arts that are determining whether they can follow the same model and deliver online courses in the Fall and the Spring, followed by an online residency during the Summer.
- Other challenges in regard to graduate enrollment include Senate Bill 80. If this legislation is passed it will present a significant issue for the University. Murray State must also address tuition pressure from other universities that undercut the institution dramatically in terms of cost for online graduate programs.
- Along with these challenges, there have been successes such as the agriculture program which is growing. The Telecommunications Systems Management graduate program is also growing. Occupational Safety and Health is now being offered online and real growth has been experienced in this area. All of the University's doctoral programs are performing very well in terms of enrollment. There has also been a shift in terms of full-time versus part-time enrollment.
- The Fall 2017 undergraduate application report for admissions is trending ahead of Fall 2016. Freshmen applications are up 6.5 percent and acceptances are up 5.6 percent and transfer applications are up 4.5 percent and acceptances are up 7 percent. Last Fall there was an increase in freshmen and the University is trending in this fashion for this Fall – with a target of 1,600 students for the freshman class and 700 transfer students. Initiatives will be implemented this Spring to increase transfer applications even further.

Mrs. Guess indicated that last year the University had a large number of applications but many of those students did not actually enroll and asked whether there were lessons learned from this occurrence. Mr. Dietz confirmed students are surveyed every year to determine why they did not enroll. The typical response involves the University not offering a particular program the student wants but, in some instances, the students received a larger financial aid packet from other institutions. Every Fall the University's application information is sent to the Institutional Effectiveness Office to be processed through the National Student Clearinghouse to determine where students who did not choose Murray State were actually attending college. The first choice for these students has typically been the community colleges, followed by Western Kentucky University, the University of Kentucky and University of Louisville, Eastern Kentucky and the University of Tennessee-Martin and this has been fairly consistent from year to year over the last

three to four years. There has been no consistency in terms of programs these students are choosing that Murray State may not be offering.

Confirmation was provided that within the Office of Recruitment there are six Admissions Recruiters dedicated to freshmen and two individuals who focus on transfer recruitment. Last year over 1,100 programs or activities were offered specifically for the recruitment of freshmen students. A lot of cross-recruiting also takes place where freshmen recruiters will recruit for transfer students and transfer recruiters will seek out freshmen students. Dr. Davies added that although these individuals have recruiting or admissions in their title, everyone at the institution serves as part of the recruiting team for Murray State. Mr. Dietz indicated an initiative will be undertaken this Spring to reach out to students who did not enroll at Murray State but chose to attend a community college instead and this data has been collected over the past three years. The University cannot reach out to students who chose to attend another four-year institution.

Mr. Kemp stated that one criteria associated with performance funding is recruiting more students who are Pell-eligible and asked what is being done in this area. Dr. Davies confirmed that low-income and underrepresented students represent targeted recruitment audiences. A very concerted effort is also being made with regard to diversity.

This report was presented for informational purposes only and required no Board action.

Spring 2017 Retention Update (For Information Only), received

Dr. Robertson reported the following:

- Successes have been experienced with regard to retention and appreciation was expressed to Mike Young, Associate Vice President for Student Affairs, Peggy Whaley, Assistant Director of Retention and Matt Hicks, Coordinator of Retention and Undeclared Advising for leading those efforts.
- The persistence rates for degree-seeking students enrolled in Fall 2016 persisting to Spring 2017 or graduating are as follows:
 - New freshmen (1,502 cohort) – 90 percent
 - Other freshmen (472 cohort) – 79 percent
 - Sophomores (1,288 cohort) – 90 percent
 - Juniors (1,726 cohort) – 94 percent
 - Seniors (2,552 cohort) – 94 percent
- The persistence rates for first-time transfer undergraduate students enrolled in Fall 2016 persisting to Spring 2017 or graduating are as follows:
 - Transfers (605 cohort) – 90 percent
 - Freshmen (56 cohort) – 86 percent
 - Sophomores (157 cohort) – 87 percent
 - Juniors (289 cohort) – 93 percent
 - Seniors (103 cohort) – 87 percent
- The Recapture Campaign represents a significant retention effort and started in November 2016. As of November 22, there were 1,597 students on the Recapture Campaign list. The identified students were eligible to return to the University for the Spring Semester but for some reason had not yet registered. An email from the Office of Retention was sent to these students encouraging them to register and the communication also provided resources and deadlines. Advisors were also asked to reach out to advisees on the list to further encourage registration. As of December 13, there were 1,032 students remaining on the list. An email was sent to these students from the Office of Retention encouraging them to register and providing resources and deadlines.
- As of January 9, 2017, there were 858 students remaining on the list. The offices of Bursar, Financial Aid, Scholarship, Enrollment Management, Retention, International Students, Graduate Students and Multicultural Affairs met to discuss an action plan for those students. The groups looked at students with account balances to determine available assistance and these students were contacted with information and reminded about the Racer One Stop. The academic Deans, Chairs and advisors also contacted both undergraduate and graduate students. During the week of January 16, efforts continued to assist these students. As of February 7, of the 858 undergraduate students contacted, 353 had scheduled for classes (41.1 percent) and out of 252 graduate students contacted 84 had scheduled (33.3 percent). Overall, 39.37 percent of these students have now registered for Spring classes.
- In order for future Recapture Campaigns to be successful efforts will be made to establish regular planning meetings with the offices of Bursar, Registrar, Financial Aid, Scholarship and Retention. Efforts will also be initiated earlier in the semester to reach out to students and help resolve potential issues. Improved communication efforts include working with students who have signed up for a payment plan but have not made a payment early in the semester as well as contacting students prior to and immediately following advanced scheduling about registration, payment options, etc.

- Ongoing initiatives for Spring 2017 include completing Sophomore Focus Groups by March 16, evaluating best practices and producing a summary report about sophomore retention opportunities by April. Other Freshmen Focus Groups involve those students not making timely progression to sophomore status. An effort will be made to explore reasons why these students are progressing at a slower rate than others and to complete focus group meetings with these students. The Retention Office will contact and work with students who are struggling academically (based on previous terms grade point average (GPA) and/or academic standing) to provide support and assistance. The office will also initiate earlier contact with students, and their advisors, within the 2012 graduating cohort to support their graduation within the six-year timeframe. Contact with students in the 2011 cohort has been made either directly with the students or through communication with the student's advisor. The office will also be promoting an awareness and use of the MAP-Works online software system. Training for faculty and staff will be hosted by the Faculty Development Center and training documents will be created and posted on the website.

This report was presented for informational purposes only and required no Board action.

Office of Multicultural Affairs Update (For Information Only), received

S. G. Carthell, Senior Director of Diversity Initiatives, Office of Multicultural Affairs, reported the following:

- The mission of the Office of Multicultural Affairs is to advocate and encourage a campus environment that embraces diversity and helps students grow personally and academically. This work is undertaken in alignment with the goals of the Strategic Plan.
- Programs and services are designed to address the leadership, cultural competency and curricular and co-curricular needs of the multicultural student population to help them adjust to campus life and enjoy a successful college career. The mantra for the office is "Excellence is not accidental, leadership by example and service through sacrifice." The Office of Multicultural Affairs is named after Dr. Marvin D. Mills and meetings with him occur each year so he is informed about the program and can provide assistance in developing a plan for the upcoming year.
- The Office of Multicultural Affairs seeks to enhance the retention, academic success and graduation rates for multicultural students at Murray State University.
- The Emerging Scholars Institute (ESI) represents a program that works. ESI students have an overall grade point average of 2.95. The GPA for all degree-seeking students at Murray State is 2.96. The overall GPA for all Diversity Scholars is 3.26 and for all multicultural students the overall GPA is 2.73. All are fortunate to have a scholarship program in place which invests in these students.
- The cumulative GPA for Diversity Scholars versus all multicultural students by classification for Spring 2016 is as follows:
 - All students: Diversity Scholars (3.26), All Multicultural (2.73) and All Multicultural Minus Diversity Scholars (2.68)
 - Seniors: Diversity Scholars (3.36), All Multicultural (2.95) and All Multicultural Minus Diversity Scholars (2.90)
 - Juniors: Diversity Scholars (3.39), All Multicultural (2.77) and All Multicultural Minus Diversity Scholars (2.70)
 - Sophomores: Diversity Scholars (3.23), All Multicultural (2.70) and All Multicultural Minus Diversity Scholars (2.65)
 - Freshmen: Diversity Scholars (3.05), All Multicultural (2.20) and All Multicultural Minus Diversity Scholars (2.18)
- The five-year average cumulative GPA for the Emerging Scholars Institute is 3.0. ESI enrollment for 2015-16 was 135 students and for 2016-17 is 133 students. These students accomplished 1,546 hours of community service, completed 20,459 study hours between Waterfield Library and the Multicultural Center and served in various leadership roles in over 89 student organizations during the 2015-16 academic year. ESI students who made the Dean's List for Fall 2015 numbered 36 and for Spring 2016 included 37 individuals.
- The 11th Annual Diversity Achievement Awards had over 450 students, family members and faculty and staff in attendance. Lifetime Achievement Awards were presented to Dr. Jerry Sue Thornton, Dr. Walter G. Bumphus, Dr. Aileen Bumphus, Dr. Sandra Moore, Mr. Dennis Jackson, Mr. Howard Bailey and Mr. Wendell Thomas.
- Enrollment in the Emerging Scholars Institute averages about 135 to 140 students with almost 60 percent scholars and 40 percent non-scholars. As part of their scholarship, Emerging Scholars are required to be part of the ESI but non-scholars are not. The percentage of non-scholars in the ESI has increased over the last few years. These individuals do not have a scholarship and are not required to be in the ESI.
- The 2nd Annual Race and Ethnicity Symposium had over 90 students, faculty and staff and community members in attendance. The speakers included the Chief Executive Officer of Dream Catcher Educational Consulting Service Dr. Jerry Sue Thornton, Federal Defenders of New York Attorney Vincent Southerland, retired Vice President for Student Affairs at Western Kentucky University Howard Bailey, Chair of the Delaware County Health Coalition Elder Kevin Woodgett,

Sr. and Senior Vice President of Advertising Standards at NBCUniversal, Inc. Ndidi Oriji who served as the luncheon keynote speaker. Students were required to select an individual to research in order to write a paper and present at a poster session. These 31 ESI students participated in a poster session highlighting research on race and ethnicity across various academic disciplines.

- The Office of Multicultural Affairs, in partnership with the Emerging Scholars Institute and the Black Student Council, initiated the Diversity Pledge Challenge to promote diversity and inclusion across campus. The Diversity Pledge initiative garnered 4,355 signatures and was recognized by WPSD Local Channel 6.
- The Black Student Council chartered the National Association for the Advancement of Colored People Murray State College Chapter this summer. The Chapter currently has 56 members.
- The Martin Luther King, Jr. Community Breakfast and Day of Service had 130 faculty and staff, students and community members in attendance. Six agencies supported by United Way benefitted from over \$1,500 in donations (food and clothing). These included Angel's Attic, Merryman House, Soup for the Soul, Gentry House, CASA by the Lakes and Need Line.
- The Emerging Scholars Institute has established partnerships with the academic areas of nursing and Teacher Education and most recently the graduate programs. These efforts have resulted in the establishment of mentoring programs for students of color in nursing and teaching.
- To help facilitate experiential learning, the Office of Multicultural Affairs created two student internships for ESI students and applications are currently being reviewed for Fall 2017.
- S. G. Carthell was selected by the Higher Education Leadership Foundation as a 2015 Fellow.
- There is also a Hispanic Club and approximately 200 individuals attended the Sabor Latino celebration.

President Davies confirmed the program run by Mr. Carthell receives a great deal of statewide attention because of the great work which is taking place within that unit and across campus.

This report was presented for informational purposes only and required no Board action.

Adjournment

The Enrollment Management and Student Success Committee adjourned at 2:10 p.m.

The Board of Regents adjourned for a break beginning at 2:10 p.m.

Reconvene

Chair Williams reconvened the Quarterly Board of Regents Meeting and Committee Meetings to order at 2:24 p.m.

Marketing and Community Engagement Committee

Susan Guess – Chair

Sharon Green

Phil Schooley

Jenny Sewell

Stephen Williams

Mrs. Guess called the Marketing and Community Engagement Committee to order at 2:24 p.m. and reported all Committee members were present.

Gift-in-Kind – ADTRAN Telecommunications Laboratory Equipment, received, accepted and approved

Dr. King reported that the gift of telecommunications laboratory equipment was donated by ADTRAN. This gift includes multiple access points, routers and network switches valued at over \$18,000. The gift will benefit Telecommunications Systems Management which is a Program of Distinction for the University. This gift will also provide the opportunity for students to have hands-on learning experiences with state-of-the-art equipment.

On behalf of the Marketing and Community Engagement Committee, Ms. Green moved that the Board of Regents, upon the recommendation of the President of the University, receive, accept and approve the donation of telecommunications laboratory equipment with a total value of \$18,648 from ADTRAN, Incorporated, of Huntsville, Alabama. Mr. Schooley seconded and the motion carried.

Gift-in-Kind – 2011 Chevrolet VOLT, received, accepted and approved

Dr. King reported the Chevrolet VOLT donated by iwis engine systems is on display outside Pogue Library. The electric car has 56,000 miles and was donated to the Institute of Engineering and is designed to be used for student research, experiential learning and other applicable educational experiences.

On behalf of the Marketing and Community Engagement Committee, Mrs. Sewell moved that the Board of Regents, upon the recommendation of the President of the University, receive, accept and approve the donation of a 2011 Chevrolet VOLT electric car with a total value of \$10,953 from iwis engine systems of Murray, Kentucky. Mr. Schooley seconded and the motion carried.

University Advancement Update, received

Dr. King and Mr. Dietz presented the following:

- In June the Board accepted the overall Marketing Plan for the University. Over the last six months offices have been working on rolling out Phases I and II of the Marketing Plan. The goal is to ensure the marketing investment in terms of time and money that is being spent will produce a solid return for the University. The offices of University Advancement and Enrollment Management have identified strategically-targeted locations that produce better results. All decisions being made are data driven and are based on demographics.
- The Undergraduate Recruitment Communication Plan began last summer with a new Viewbook: “Experience Piece” and a new Parent Communication piece which includes a targeted cover letter from a Murray State alumnus who graduated from the academic college in which the student is interested. This represents a direct mail piece that will be sent to parents later this month. The publication which accompanies the letter details for parents the return on investment from sending their student to Murray State.
- A complete overhaul of all undergraduate recruitment (admission) publications was undertaken over the last year and included the redesign and rebrand. During that process a decision was made to divide up the direct mail pieces for juniors and seniors. The market research undertaken made it apparent that high school juniors and seniors are at very different places in their college decision making process. This gave the University the opportunity to customize the content of the various mail pieces to each of those populations. From a marketing perspective, the more the University can target prospective students and the more specific it can be the more successful the results.
- Publications completed also included those for international recruitment and the Honors College. A complete overhaul of the Honors College website has also been completed. The redesign of the transfer and graduate recruitment pieces is ongoing.
- Examples of advertising samples were provided. Overall advertising at the University includes traditional and new media. Traditional advertising includes billboards, any type of printed pieces (newspapers and college recruitment advertisements), radio broadcasts (OVC network) and direct mail pieces. New media includes options with Facebook audience network advertising and Instagram. Specifically related to traditional advertising, the University has outdoor advertisements – billboards – in Paducah and Clarksville, along I-24; in southern Illinois along I-55 and I-57; in Bowling Green, along I-65 and in Benton along Highway 641.
- Advertising and marketing efforts are undertaken in conjunction with recruiting initiatives at the University. Particular emphasis is being placed in southern Illinois and since the campaign last July there has been an uptick in Fall 2017 applications for admissions from this population. There was also an enrollment increase from this area in Fall 2016 as a result of social media advertising taking place. These specific areas were targeted and growth is being experienced. First-time freshman enrollment from the seven counties in southern Illinois increased 14 percent in Fall 2016 and this is evidence of the impact the work of the University Advancement Office is having in terms of recruitment. The increase in applications for admission is approximately 20 percent from these areas for Fall 2017. This success is a combination of many factors but advertising and the Communications Plan are an integral part of this success.
- An increase in Fall 2016 enrollment from Jefferson, Fayette and Oldham counties in Kentucky has also been experienced. There is a slight increase in applications for admission from these areas as well. This further shows that marketing and advertising in those areas is providing great support for recruitment efforts.
- Entering Fall 2015 and Fall 2016, one of the largest concerns to the University was the new Tennessee program where free tuition was being offered to students. Strategically, a couple of years ago a decision was made on the recruiting side for the University to pull back efforts in Tennessee and focus elsewhere. The Tennessee program in actuality did not have a great impact so funding was put into advertising and social media which resulted in an increase in applications and enrollment from Tennessee students.

- The number of visitors to the University’s social media sites has also increased. Numbers are up in terms of visitors coming to campus on the freshman and transfer side over last year. Last year the University was also up in this area.
- Staff in both Branding, Marketing and Communication and Enrollment Management are constantly comparing data to determine where there are successes. Having this information obtained through data gathering available will allow funding to be moved to areas where it will provide the most return.
- Since the Marketing Plan was approved last July, three distinct advertising campaigns have been undertaken. At the end of each campaign University staff reviewed data to determine where efforts were successful so additional resources could be dedicated to those areas. In the first advertising campaign a focus was placed on general awareness and recruitment. A new market was also added in this effort – northern Kentucky and Cincinnati – but this did not produce the same results as those experienced in Tennessee, southern Illinois and Kentucky. That investment has been reduced in the second and third advertising campaigns and the money is being put into areas where the University is starting to see positive results.
- Targeted advertising campaigns are conducted online through Facebook and other social media platforms primarily focusing on high school students. Messaging is also being targeted by location and at any given point there can be between 15 and 30 individual advertisements running on social media. Work is ongoing to determine which photographs resonate with prospective students. Photos of students other students recognize is likely to generate a higher level of engagement as opposed to a beautiful photo of campus that might appeal to an older student.
- The Call-to-Action for all the advertising campaigns has been to learn more about interactions with the murraystate.edu/myopportunity website. The campaign dates were July 5 – August 31, September 26 – November 30 and February 1 – March 31. The first campaign generated 3,588 clicks which means individuals actually clicked on the advertisement and went to the University website (15,452 reach). It was discovered that when students recognized a student in the campaign photographs they started tagging other students who would also know the person in the campaign and this provides even greater reach. The second campaign generated 6,899 clicks (45,394 reach) and lasted for a longer time period. The third campaign generated 553 clicks (19,485 reach) and targeted the 18-county service region. The University is also experiencing a slight increase in 18-county admitted freshmen for Fall 2017.
- Online advertisement observations include that Facebook has a higher engagement among both students and parents than Instagram; photos work substantially better than video; students respond better to targeted/specific advertisements (location, academic program, etc.); parents respond better to family imagery and parents tend to “tag” other parents in the advertisement comments which creates a much wider reach pool (five- to six-state reach). This is important because – especially from a recruitment perspective – parents are more involved in the college process than ever before.
- One of the priorities for the Marketing Plan was to establish a website primarily for parent communication which provides information relative to current and prospective students. Parents can immediately access and utilize this website to receive pertinent information. The specifics are available and are being reviewed for every single advertisement from both the student perspective and the parent viewpoint. One of the advantages of online advertising is that the results are instantaneous. This allows for decisions to be made faster in terms of where resources should be directed.
- Major website updates have been undertaken and the new homepage and murraystate.edu/myopportunity site has been launched. The rebranded homepage was rolled out July 1 and the new design features the parallax video in the background and has four simple calls to action:
 - Find Your Opportunity – which directs the student to the recruitment website
 - Request Information (1,336 users)
 - Apply Today (4,265 users)
 - Schedule a Visit (787 users)
- Since the new homepage was released 4,255 people did go to the Apply Today option. One challenge is making sure the application is actually completed but during that period there were close to 6,000 applications. The traffic to this site is high and the University is up in terms of applications by 8 percent. The traffic to Schedule a Visit has increased by 12 percent. As of this time last year there were 1,466 signed up for visits and this year there are 1,640 visitors planning to come to campus. There are Google analytics on the website but the University loses track of individuals once they click and go into Apply Today because that is a totally different internal system. University Advancement loses track of a user once they click on any of the calls to action listed above but makes an effort to align data as best as possible.
- The murraystate.edu/myopportunity website provides interesting data. The University had 7,442 users visit this site since it launched last summer. Of those, 6,400 are unique users meaning new individuals to the site. On average, these individuals are spending almost three minutes on this website. There is not this type of engagement on any of the pages on the University’s website so it is known individuals who are going to murraystate.edu/myopportunity are spending time and engaging in the content. They are watching videos and reading about the University. Hopefully from there they are requesting additional information or even applying to the University.
- In undertaking the website redesign, a mobile-friendly responsive design was utilized and this has been well worth the investment. Of the 6,400 unique users, 6,000 are accessing the website through a

mobile device. Confirmation was provided that more and more students are applying for admission on their phones. The highest traffic on this page occurred between October 1 and December 3. This is not surprising as it represents Murray State's typical enrollment season but, interestingly, some of the top locations for people checking out the site are Murray, Louisville, Atlanta and Memphis. This will continue to be monitored to determine whether there are other areas of recruitment where efforts should be strengthened with additional dollars dedicated toward marketing and advertising.

- In addition to production of the college recruitment videos, a Murray State student from Louisville – Piper Cassetto – is in the Digital Media Program and helped produced a “Day in the Life” video. This represents an idea which came totally from a student's perspective and has only been live for three weeks – with 563 views of an average duration of almost three minutes, although the total video is almost four minutes. Of those viewers, 91 percent are from the United States. Confirmation was provided that this information will be utilized in e-communications with students.
- A trial run with the Racer Reps Brand Ambassador Program was undertaken last Spring. This program was rolled out again in Fall 2016 and there have been some interesting growing pains associated with the initiative. This Fall the Racer Reps Program officially launched in November with eleven prospective students – most from the 18-county service region. One thing the University was hoping to overcome was the perception by local students that they already know everything about Murray State. Many students do not feel as though they need to visit campus because they have already attended one or more events on campus. Although these students have been on campus they had not actually experienced it. The Racer Reps have been asked to help get the message out to these students that they really should come and visit and experience the campus before they make a college decision. One of the challenges was that in selecting the students in the Fall versus the Spring the recruitment team did not have the same connections or know the students as well as they did with the southern Illinois students last Spring. When asked in the Spring to identify southern Illinois students who were actively engaged on social media there was no issue doing so because the recruitment team had been working with these students over a number of months. When the recruitment team was asked in the Fall to identify the same type of students in the 18-county service region this proved to be more difficult because they had only been working with these students for a few weeks. Timing for selection of the Racer Reps will be given further consideration. Of the eleven students who participated in the program, seven have paid their housing deposit which is a positive sign.

Mrs. Guess indicated that when President Davies was hired discussion centered on developing a Strategic Plan and the role marketing should play at Murray State University. These discussions are no longer being heard because these units are doing such a great job partnering across campus and showing the great value of this institution. All are proud of these efforts.

Dr. Davies reported he and Vice President Dudley attended a conference in the Fall on positioning universities in terms of financial issues and developing new revenue sources and one of the key discussion points was how an institution communicates about itself. Approximately 70 universities were represented at the conference and the speaker indicated one of the most important ways an institution can communicate is via social media, mobile devices and through the website. The speaker visited the websites for every single institution in attendance and – with the exception of one – all the websites failed. One of only two exceptional university websites recognized was the one for Murray State.

Dr. Davies further reported that his daughter recently took the PSAT which starts the entire college recruitment process. The first correspondence she received was from Murray State. She has evaluated the materials received from all universities but actually likes those from Murray State best because of the personal touch. Congratulations was expressed to all involved in this work. This report was presented for informational purposes only and required no Board action.

Adjournment

The Marketing and Community Engagement Committee adjourned at 2:52 p.m.

Full Board Action – Marketing and Community Engagement Committee

- **Gift-in-Kind – ADTRAN Telecommunications Laboratory Equipment for Murray State Telecommunications Systems Management Program, received, accepted and approved**

On behalf of the Marketing and Community Engagement Committee, Mrs. Guess moved that the Board of Regents, upon the recommendation of the President of the University, receive, accept and approve the donation of telecommunications laboratory equipment with a total value of

\$18,648 from ADTRAN, Incorporated, of Huntsville, Alabama. Mrs. Rudolph seconded and the motion carried.

- **Gift-in-Kind – iwis engine systems 2011 Chevrolet VOLT for the Murray State University Institute of Engineering, received, accepted and approved**

On behalf of the Marketing and Community Engagement Committee, Mrs. Guess moved that the Board of Regents, upon the recommendation of the President of the University, receive, accept and approve the donation of a 2011 Chevrolet VOLT electric car with a total value of \$10,953 from iwis engine systems of Murray, Kentucky. Mrs. Rudolph seconded and the motion carried.

Dr. Davies reported that the vehicle was donated to the University by the iwis Chief Executive Officer during the iwis 100 Year Celebration.

Finance Committee

Daniel Kemp – Chair

Walter Bumphus

Clinton Combs

Katherine Farmer

Jerry Rhoads

Mr. Kemp called the Finance Committee to order at 2:52 p.m. and reported all Committee members were present with the exception of Dr. Bumphus.

Quasi-Endowment Designation – Student Athletes, approved

Ms. Dudley reported that the University will receive proceeds from a National Collegiate Athletic Association (NCAA) distribution. One of the parameters associated with receiving this funding is that Murray State can spend these monies outright or can set them up as endowments. Since the NCAA did not restrict these funds permanently for endowments, the University's only option is to establish a Quasi-Endowment. A Quasi-Endowment is one the Board restricts but these monies could also be unrestricted in the future. The University will receive \$588,597 from the NCAA this Spring and these monies will be used to benefit student-athletes. What will be used is the amount released from the Foundation as part of the spending cap. The interest earned will be utilized to benefit student athletes as directed by the Athletic Department.

On behalf of the Finance Committee, Mr. Rhoads moved that the Board of Regents, upon the recommendation of the President of the University, approve the establishment of a Quasi-Endowment for the benefit of student-athletes. The spending cap each year, as determined by Murray State University Foundation policy, will be used in accordance with fund guidelines to directly benefit student-athletes through academic support. Ms. Farmer seconded and the motion carried.

Annual Lease Report, accepted

Ms. Dudley reported the Delegation of Authority requires that the Board receive a report of all property the University leases out as well as real property the University leases in. The first part of the schedule provided includes a listing of property the University is actually leasing. The second part of the schedule includes a listing of property the University leases out. Most of these represent multi-year leases but they are renewable annually.

On behalf of the Finance Committee, Mr. Combs moved that the Board of Regents, upon the recommendation of the President of the University, accept the Annual Lease Report as presented. Mr. Rhoads seconded and the motion carried.

Fiscal Year 2017-18 Budget Preparation Guidelines, approved

Mr. Kemp reported that the Budget Preparation Guidelines were discussed earlier by Dr. Davies and Ms. Dudley. There being no further questions or concerns, it was concluded the Committee and Board are ready to act on the Budget Preparation Guidelines.

On behalf of the Finance Committee, Mr. Rhoads moved that the Board of Regents, upon the recommendation of the President of the University, approve the Budget Preparation Guidelines as presented and the proposed calendar for Fiscal Year 2017-18. Mr. Combs seconded and the motion carried.

Personal Services Contracts, approved

Ms. Dudley reported that the Delegation of Authority requires Board approval of Personal Services Contracts which exceed \$50,000 in cost. The first item on the list is architectural and engineering firms. At the end of the year bids are issued for multiple firms so they are already under contract when the University begins the new fiscal year and can be readily utilized as projects arise. This eliminates the need to bid each contract which may be required. The second item is Capitol Solutions which is the firm used to represent the University in Frankfort for legislative matters.

On behalf of the Finance Committee, Mr. Combs moved that the Board of Regents, upon the recommendation of the President of the University, approve the contracts as listed on the document provided, per requirements of the Delegation of Authority (Item #11). Mr. Rhoads seconded and the motion carried.

Projects Approved by the Board Chair, designated

Ms. Dudley reported that there are two schedules attached to this agenda item. The first schedule is for projects that are over \$10,000 but under \$200,000. These projects are brought before the Board so funding can be designated in the University's financial statements. These projects are funded from unrestricted net assets and in total amount to \$490,000. The next schedule is for projects over \$200,000. That schedule contains four separate projects and which, in total, amount to \$1.1 million. Per the Delegation of Authority, these projects require Board approval, but they are all under the \$1 million threshold which is the state's capital limit. The Board is being asked to designate funding for these projects. Confirmation was provided that all projects are already funded but are not budgeted by line item.

It was indicated that the University rents out approximately six houses around campus. These are rented to faculty who might be new to campus, individuals filling interim appointments and coaches. When the University purchases such properties they are usually not new and require maintenance work. Confirmation was provided that the project related to Springer Hall is to determine what work needs to be undertaken in that facility.

On behalf of the Finance Committee, Mr. Combs moved that the Board of Regents, upon the recommendation of the President of the University, designate the funding as outlined for projects on the attached listing. Ms. Farmer seconded and the motion carried.

Personal Services Contracts – Schedule of Expenditures (For Information Only), report received

Ms. Dudley reported that the Schedule of Expenditures for Personal Services Contracts is presented to the Board each quarter. This report identifies all active service contracts which are in place broken down by total amount authorized and how much has been expended by quarter. The Board is being made aware of these contracts because most of them must be approved by the state through the Legislative Research Commission. Mr. Kemp added that the contracts for legal services are based on a state-negotiated rate. This report was presented for informational purposes only and required no Board action.

Adjournment

The Finance Committee adjourned at 3:07 p.m.

Full Board Action – Finance Committee

- **Quasi-Endowment Designation – Student Athletes, approved**

On behalf of the Finance Committee, Mr. Kemp moved that the Board of Regents, upon the recommendation of the President of the University, approve the establishment of a Quasi-Endowment for the benefit of student-athletes. The spending cap each year, as determined by Murray State University Foundation policy, will be used in accordance with fund guidelines to directly benefit student-athletes through academic support. Mr. Rhoads seconded and the roll was called with the following voting: Mr. Combs, yes; Ms. Farmer, yes; Ms. Green, yes; Mrs. Guess, yes; Mr. Kemp, yes; Mr. Rhoads, yes; Mrs. Rudolph, yes; Mr. Schooley, yes; Mrs. Sewell, yes and Mr. Williams, yes. The motion carried.

- **Annual Lease Report, accepted**

On behalf of the Finance Committee, Mr. Kemp moved that the Board of Regents, upon the recommendation of the President of the University, accept the Annual Lease Report as presented. Mrs. Sewell seconded and the roll was called with the following voting: Mr. Combs, yes; Ms. Farmer, yes; Ms. Green, yes; Mrs. Guess, yes; Mr. Kemp, yes; Mr. Rhoads, yes; Mrs. Rudolph, yes; Mr. Schooley, yes; Mrs. Sewell, yes and Mr. Williams, yes. The motion carried.

(See Attachment #2)

- **Fiscal Year 2017-18 Budget Preparation Guidelines, approved**

On behalf of the Finance Committee, Mr. Kemp moved that the Board of Regents, upon the recommendation of the President of the University, approve the attached Budget Preparation Guidelines and the proposed calendar for Fiscal Year 2017-18. Mrs. Sewell seconded and the motion carried.

(See Attachment #3)

- **Personal Services Contracts, approved**

On behalf of the Finance Committee, Mr. Kemp moved that the Board of Regents, upon the recommendation of the President of the University, approve the contracts as listed on the attached document, per requirements of the Delegation of Authority (Item #11). Ms. Green seconded and the roll was called with the following voting: Mr. Combs, yes; Ms. Farmer, yes; Ms. Green, yes; Mrs. Guess, yes; Mr. Kemp, yes; Mr. Rhoads, yes; Mrs. Rudolph, yes; Mr. Schooley, yes; Mrs. Sewell, yes and Mr. Williams, yes. The motion carried.

(See Attachment #4)

- **Projects Approved by the Board Chair, designated**

On behalf of the Finance Committee, Mr. Kemp moved that the Board of Regents, upon the recommendation of the President of the University, designate funding as outlined for the projects on the attached listing. Mrs. Sewell seconded and the roll was called with the following voting: Mr. Combs, yes; Ms. Farmer, yes; Ms. Green, yes; Mrs. Guess, yes; Mr. Kemp, yes; Mr. Rhoads, yes; Mrs. Rudolph, yes; Mr. Schooley, yes; Mrs. Sewell, yes and Mr. Williams, yes. The motion carried.

(See Attachment #5)

Legislative and Economic Development Committee

Jerry Rhoads – Chair

Daniel Kemp

Lisa Rudolph

Jenny Sewell

Stephen Williams

Mr. Rhoads called the Legislative and Economic Development Committee to order at 3:07 p.m. and reported all Committee members were present.

Mr. Rhoads reported the Legislature is now in the 18th day of a 30-day session. The last day before the veto session is March 15 and after that the Legislature reconvenes for two final days. During these two final days the Legislature is not limited to just overriding the Governor's veto. The Legislature can pass bills and the only difference is those bills would not be subject to override. A Bill Watch was included in the Resource Center in the eBoard book and includes an update on all bills of interest to Murray State University.

Legislative Update, received

Jordan Smith, Director for Governmental Relations, reported the following:

- **Senate Bill 107** – An act relating to gubernatorial appointments and declaring an emergency. This bill passed both the Senate State and Government Local Committee and the Senate floor this week with a committee substitute which outlines a Board member or an entire Board's appeal process through the Council on Postsecondary Education. It is expected the bill will be in the House next week. Mr. Rhoads added that this represents follow-up to the University of Louisville bill (Senate Bill 12) and applies to all state public universities. Regent and Trustee appointments are subject to Senate confirmation under this bill. Also, the Governor would have the authority to dismiss an entire Board upon findings such as the inability to hold regular meetings, elect a chairperson, establish quorum, adopt a budget, set tuition rates and conduct an evaluation of the President. If there is a finding that a Board is dysfunctional and is not fulfilling its mission, it could be subject to dismissal but there would be an appeal mechanism for the Board. The CPE will intervene and make its own determination in order to offer a non-binding recommendation to the Governor – whether it be for an individual Board member or an entire Board. The bill also provides the ability for the public universities to include in their own *Bylaws* criteria for dismissal for cause of a Board member or Trustee. The Murray State Board of Regents will likely be taking this into consideration in the future because this process can begin with the universities and not with the Governor alone.
- Dr. Davies added that there are certain demographic requirements for all gubernatorial-appointed Regents. The bill also sets in motion that if a Board is out of balance action can be taken by the Governor to rectify this situation. A Board member could also be removed in order to achieve the correct statutory balance. Murray State is in complete balance with the standards which include gender, political affiliation and geographic considerations. The bill also stipulates that any individual appointed or reappointed to a Board must continue to keep the body in compliance. Confirmation was provided that additional clarification will be needed with regard to the gender requirement because where that reference is included in the bill it is unclear whether it applies to all universities or only the Kentucky Community and Technical College System. The major concern is whether this bill could violate Southern Association of Colleges and Schools (SACS) requirements. A lot of work has been undertaken, in coordination with SACS, to try to not have the universities out of compliance with that entities' requirements which is what occurred at the University of Louisville. Confirmation was provided that SACS had a great deal of input into the committee substitute. Confirmation was also provided that this bill is on the fast track and is expected to pass.
- **Senate Bill 153** – An act relating to postsecondary education funding (performance funding). This bill passed the Senate Appropriations and Revenue Committee and the Senate floor this week. The bill will now be advanced to the House Appropriations and Revenue Committee, likely within the next two weeks. Dr. Davies indicated that currently each university is listed as a line item in the state budget and has an associated appropriation amount. In future budgetary years, 100 percent of funding will be placed into a performance funding pool. The funding will then be distributed based on the performance formula process. The advantage of this is that one university will not be put in a position of having to write a check to another university. The disadvantage is that if there is a budget cut it would be made to this entire pool. The individual universities will not be able to say specifically how much it is being cut because the entire pool is being cut, not a specific university and this is a disadvantage in terms of lobbying efforts for the universities. Confirmation was provided that the bill does contain a "hold harmless" clause. The first full year of performance funding will be 2017-18 and involves 5 percent of the performance funding pool and there is no hold harmless clause during that year. In the next year of performance funding the hold harmless clause will take effect completely where the universities do not have any gains or losses. The year following has a one percent hold harmless provision, followed by a two percent hold harmless clause in the next year. The way the bill is drafted allows the universities to request that the hold harmless provision continues or it be eliminated altogether. The CPE has presented on this bill twice this week – once to the Senate Appropriations and Revenue Committee and once to the Budget Review Subcommittee for Postsecondary Education.
- **House Bill 152** – An act relating to teacher certification. This bill would provide certified teachers in Kentucky with the option of earning their master's degree and eliminating the requirement that they earn a master's degree in order to maintain a teaching certificate. House Bill 152 is essentially the same as Senate Bill 80 but it will be the mechanism by which this initiative is advanced, if it is moved forward. There has been no movement on this bill and word has been received that the Legislature may

want to examine it in greater detail in the interim and receive feedback from the University Presidents. This bill would have a detrimental effect on Murray State – and the other universities – from a financial perspective. Dave Whaley, Dean of the College of Education and Human Services, indicated that it is being projected this bill would have an \$800,000 effect on Murray State over a period of time.

Teachers who are already enrolled in the Teacher Leader Program, or a master's degree program, will remain in those programs and complete them. It is also believed there will still be teachers who want to pursue a master's degree for a variety of reasons, including advancing in the classification of teachers to Rank I or Rank II. While it is believed the financial projection is accurate, it may take more than one year for the University to feel the full impact of this change. In order to receive Rank I certification, teachers must complete a master's degree plus 30 credit hours. Under the current rules for classifications for teachers, they do not have to get their master's degree to move to the next rank. Beginning teachers start off at Rank III and under the current rules they will pursue a master's degree and have a five-year window of time to earn that degree. If they do not complete their master's degree within the five-year timeframe they can renew the five-year period of time and eventually, after ten years, earn a master's degree. This represents the traditional route teachers take but there are currently 79 teachers in the state choosing the lesser-known option of pursuing professional development opportunities to change their rank. Although both options are currently available to teachers, most traditionally choose to pursue a master's degree because it represents a simpler route and what they need to do in order to earn a master's degree is clearly identified. Although all understand House Bill 152, the full impact of the legislation remains unknown.

- **House Bill 206** – An act relating to the dual credit scholarship program. This bill codifies the language in the Governor's dual credit scholarship program Executive Order from last year. There has been no movement on this bill and many feel the Governor may, in fact, issue another Executive Order for the coming year versus having the bill move through the Legislature and become part of statute. Confirmation was provided that there have been meetings where the Governor has indicated there could be some slight changes to the reissued Executive Order. The important and necessary changes are not being discussed.
- **House Bill 249** – An act relating to public protection. The concealed carry bill would allow postsecondary education students with a valid concealed deadly weapons license or temporary permit to carry concealed weapons on University property and in buildings controlled by state and local government, except courtrooms and detention centers. As of yet there has been no movement on this bill and the sponsor has indicated it likely will not move this session simply because the Legislature is running out of time. All should be prepared for the bill to resurface in the next Legislative Session. Mr. Rhoads indicated it would be important to make the University's position clear during the break in sessions and it would be helpful for Murray State to be united with other higher education institutions across the state. This work also needs to involve the law enforcement community. Agreement was reached that the University's position on the concealed carry bill must be made known before it enters the next Legislative Session.
- **House Bill 501** – An act relating to sanctuary cities and universities. The bill would prohibit local universities from enrolling, employing or contracting with illegal aliens. The bill would also require the University to maintain immigration records, including status and birth certificates, for students. State funding would be withheld from any institution not complying with the provisions of this legislation. If an illegal immigrant is enrolled, employed or contracted with Murray State, particularly if that individual commits a crime, the Provost, President and the Board of Regents will be held personally liable. The higher education community has been very vocal on this bill which has now been sent to the House Judiciary Committee and a hearing on the bill is expected.
- Confirmation was provided that all bills will continue to be monitored throughout the Legislative Session and the Board will be kept apprised of any significant developments.

Mr. Combs asked whether the University is monitoring Senate Bill 147 and House Bill 204 related to advanced practice doctoral programs at comprehensive universities. Dr. Davies indicated this legislation would remove the limitation on the maximum number of advanced practical doctoral programs that may be offered by the six comprehensive universities in Kentucky and require the CPE to review advanced practice doctorates consistent with its review schedule for all other academic programs. It would also prohibit a comprehensive university from offering a terminal degree in veterinary medicine, chiropractic, optometry or a primary degree in architecture. He confirmed the University is monitoring this proposed legislation. Currently, comprehensive institutions are restricted in terms of the number of doctorate programs allowed – a total of 18 programs or three per university. This bill would lessen the restriction which would provide the universities with the ability to offer more doctorate programs at the practical level but they will still be applied in nature and not research based. There is also the requirement that this bill be reviewed every three or five years because it prohibits the universities from offering research Ph.Ds. A notion was put forth to eliminate the restriction on terminal degrees in the four areas cited and while the university Presidents did not win that battle, it will be revisited in three or five years. Confirmation was provided that Senate Bill 147 is on the fast track and all believe it will

pass. Dr. Davies indicated additional doctoral programs would represent a new revenue source but these programs are expensive to offer which would be a new expense to the University as well.

Mr. Rhoads reported that the University is well represented in Frankfort by Mr. Smith and also Ronny Pryor with Capitol Solutions. Mr. Pryor has a great deal of experience, is one of the better legislative representatives in Frankfort and works very closely with Mr. Smith. This report was presented for informational purposes only and required no Board action.

Economic Development Update, received

Mr. Rhoads reported that a publication piece was produced by Dr. King's office in follow-up to the Economic Impact Study conducted by Dr. Gil Mathis, *Professor Emeritus of Economics* and former Chair of the Department of Economics and Finance. This piece presents a summary of the Economic Impact Study, has been shared with legislators and will be particularly helpful during the budget Legislative Session. There will be an additional follow-up brochure which will be more comprehensive in nature and similar to what was produced after the last Economic Impact Study was conducted many years ago. This will provide vital information for the University's service area and for many others within the state.

Adjournment

The Legislative and Economic Development Committee adjourned at 3:32 p.m.

Policy Changes, approved

- **Mission Statement Review Policy and Procedures**

Dr. Davies reported that the Mission Statement Review Committee was formed to review the University's current Mission Statement and present a revised version to the Board for approval. A policy of the Southern Association of Colleges and Schools states that the institution must have a policy in place to review its Mission Statement and the Board is being asked to approve this new policy. The Committee has documented how this work will be accomplished and that has been placed into policy format for Board consideration. Kelley Wezner, Director for Institutional Effectiveness, is the SACS expert and has been integrally involved in this process, along with Dr. Pervine. The Committee has worked under the guidance of Chris Wooldridge, District Director of the Small Business Development Center. Dr. Pervine serves as the SACS Liaison and has informed that body of the work which is currently being undertaken.

Mrs. Guess moved that the Board of Regents, upon the recommendation of the President of the University, approve the attached Mission Statement Review Policy and Procedures to be located in the *Board of Regents Policy Manual, Section 2.0 – Mission and Values of Murray State University*, specifically noted as Board Policy *Section 2.0.1*. Mr. Combs seconded and the motion carried.

(See Attachment #6)

- **Student Life: Alcohol and Other Drug Policy**

Dr. Robertson and Mike Young, Associate Vice President for Student Affairs reported the following:

- During the 2015-16 academic year the University implemented a mandatory alcohol education program for new incoming students. As the University continues to improve support for students making wise decisions concerning alcohol, it was determined that the next step was to examine several current policies related to alcohol and other drugs on campus and adjust or revise those policies as needed.
- During Fall 2016 a Student Life Alcohol Policy Work Group was appointed by the President to determine how Murray State could strengthen and improve student life policies as they relate to alcohol and other drugs. The Work Group consisted of University and community representatives who met with other campus and community resources to provide input and information. Mr. Young and Abigail French, Women's Center Coordinator, served as co-Chairs of the Student Life Alcohol Policy Work Group.
- The Work Group submitted a recommended policy to Dr. Robertson which was then presented to the President's Executive Council and that body endorsed the proposed policy on January 24, 2017. The

Work Group also submitted the Murray State University Tailgating Procedure to be followed on the day of home athletic events and this has been included as an informational item.

- The Work Group charge was to review and develop a policy related to students – not one relevant to the entire University community. The policy being presented today focuses on students and their behavior.
- This policy puts all information related to alcohol in one location for students and includes prevention, awareness, education and sanctions if a student is found to be in violation of the policy. The previous policy only included reference to prohibiting alcohol on campus but additional information related to treatment, prevention and disciplinary processes related to alcohol are contained throughout Student Life policies. Bringing this information together in one place gives more importance to what can occur with alcohol abuse and use for students violating University policy.
- A fine process and structure has been implemented as part of the new policy as it relates to offenses involving alcohol. The Work Group reviewed what universities across Kentucky and in other states are doing in regard to sanctions for alcohol violations on campus. Most of the schools studied did have some type of fine structure and the Work Group utilized those as models in developing its recommendation. An effort was made to keep fines at a rate that was lower than that for most of the other universities studied. In response to a question regarding why the decision was made to have Murray State fines be lower than those at other institutions, it was indicated that the Work Group took into consideration current students, the service area and region. The lower fines were in line with parking and other fines that are currently being assessed. An effort was made to find a balance between making the fines high enough to get the student's attention but not so high that it would create an unrealistic hardship.
- The fine structure being presented includes different categories which are based on whether violations are first, second, third or fourth offenses and the associated severity. Confirmation was provided that fines apply only to alcohol and not drugs. If the offense involves illegal or illicit drugs it is currently covered under the Student Life Policies. If a student is in violation of Student Life Policies they will be subject to that judicial process and the Code of Conduct as it relates to the possession of illegal drugs.
- It has been proven that university policies provide a framework for prevention, intervention and effective response. There was a desire to develop and expand the University's policy where all information related to alcohol and other drugs on campus could be found in one location. Information is also included about available campus resources as well as those that can be accessed within the community to assist individuals. An effort has also been made to strengthen the sanction process for violations of policy.
- In response to a Regent question, it was indicated that housing rules and regulations state that the person who owns or rents the room in campus housing is the individual primarily responsible for everything that occurs in that location. The fine will be levied upon this individual and not all attendees at a party or other event. There could be additional sanctions for any individuals in the room who are under 21 years of age or anyone engaged in drinking alcohol. The sanctions also allow for differentiation between individuals who are not drinking and those who are partaking to determine what – if any – fine or sanction would be appropriate to be assessed to that particular student. Confirmation was provided that even if individuals bring their own alcohol to the room it is still the occupant's responsibility because that is their domain. If an individual is responsible for the gathering in their room but is not supplying alcohol that will lessen the fine which would be levied. If two people are sharing a room a determination will need to be made in terms of which individual is more responsible in any given situation but sometimes this responsibility can be shared. There is always an opportunity for any student to remove themselves from a disciplinary sanction if they can prove they have little to no liability or responsibility.
- In terms of who is responsible for determining guilt or innocence, it was reported that within the Housing Office operation the Resident Advisors will write up the offense and the student will then appear before one of the hearing officers – Jen Caldwell, Assistant Residence Hall Director or Mr. Young – to determine whether the student is in violation of policy. This represents a hearing procedure which provides due process and becomes part of the policy violation process.
- Mr. Combs confirmed that the Student Government Association has reviewed the Tailgating Procedure but has not reviewed the Student Life: Alcohol and Other Drug Policy in its entirety. In response to a question regarding whether the SGA should review the policy, Mr. Combs indicated he does not feel strongly either way. Dr. Robertson confirmed that there was student representation on the Student Life Alcohol Policy Work Group.
- The second offense sanction includes parental notification if the student is under 21 and the question was asked whether this violates a student's privacy and confidentiality rights. Mr. Young indicated that many schools have similar policies relating to alcohol because it represents a health risk factor. The parents are not being notified for a first offense but students are told if this behavior continues it will involve parental notification for a second offense. Dr. Davies asked whether the Work Group ensured this would not represent a FERPA violation. Mr. Young reported that it is known other schools proceed in this fashion because it is considered to be a health risk and danger to the student but this issue will be investigated in greater detail to ensure the University would not be in violation of FERPA. Mr. Rall indicated that parental notification would not be a violation of FERPA unless it

constituted a violation of state law and involves releasing the name of the student if they are under the age of 21. If the student is 21 or over their parents cannot be informed of the violation.

- In response to whether this policy applies to the fraternity houses, it was confirmed that Greeks have a Greek Standards Board which prohibits them from being in violation of their Social Event Policy. The Social Event Policy lays out a road map in terms of how to have successful events at their houses. If they are in violation of that policy, they will go before the Greek Standards Board to determine the appropriate sanction. If they have violated University policies for something other than alcohol that would be dealt with through University Judicial Board policy. A Greek house could actually have two different entities reviewing their situation depending on the seriousness of what occurred. The Greek Standards Board does not supersede University policy because they cannot suspend or expel students but they can restrict parties and things of that nature. The Greek Standards Board sanctions organizations in an effort to help educate them in terms of inappropriate behavior as it relates to the Social Event Policy. If necessary, the Greek Standards Board could turn the investigation over to the University. Greek national policies do not allow for alcohol to be served. All fraternities that host events are governed by their national risk management policies and those policies indicate alcohol cannot be served.
- In reference to the intoxication of a person regardless of legal drinking age, it was confirmed that if an individual is 21 years or older and is living in a residential college and enters the college intoxicated after drinking off campus they would not be in violation of University policy. If a student is of legal age and is not causing any behavioral issues related to alcohol they will not be in violation of policy.
- In response to a question regarding whether parents are being informed about what is included in this policy, it was indicated that parents are provided with information on such policies during orientation sessions and are given materials to take home. The new Student Life: Alcohol and Other Drug policy could certainly be added to that informational packet provided to incoming students. A Parent Newsletter is also produced by the Retention Office and this information could be included there as well so parents are fully informed. This policy could also be included on the release form students can sign giving their parents access to their educational records. The new policy will need to be promoted through the campus newspaper and other types of media to help educate current students and this is how any new or revised policy is handled. Education can be provided through residence hall programming and other gatherings of this nature and meetings can occur with the different student organizations on campus.
- Dr. Davies reported that the Murray State University Tailgating Procedures were also included in this work. Those procedures are not actually part of the policy but it was important to have some documentation of what is allowed during tailgating activities – specifically Tent City. Mr. Ward and others were asked to provide input on the procedures which are being shared with the Board. This document has been shared with the Murray State Police Department and has the support of that entity. It has also been presented to athletic boosters, the Alumni Association, SGA and various other entities to provide an opportunity for input.
- Assurance was provided that students under 21 who are found to be in possession of alcohol can be charged and taken to court for possession of alcohol by a minor. This is based on what the Police Department would do. Students would be responsible for paying the University fines as well as those imposed by the state of Kentucky if they are found guilty.
- Confirmation was provided that there could also be an opportunity to develop a fine structure for other drugs at a later date to make the policy parallel. In reviewing what other universities are doing in this regard, no fines were discovered related to drug use. Drug offenses are turned over to the proper authorities whereas this may or may not be the case with alcohol violations. For most drug citations issued in the residence halls, these students are already going to court for those offenses and there is a mandatory fine (\$450-\$500) which includes court costs the students must pay. A student found in violation of the drug policy is generally automatically issued a citation to appear in court but this is not the case with alcohol.

Mr. Kemp moved that the Board of Regents, upon the recommendation of the President of the University, approve the attached Student Life: Alcohol and Other Drug Policy as submitted by the Student Life Alcohol Policy Work Group. Mr. Rhoads seconded and the motion carried.

(See Attachment #7)

Personnel Changes, approved

- **Dean – College of Humanities and Fine Arts Appointment**

Dr. Davies commended Staci Stone, Interim Dean of the College of Humanities and Fine Arts, for her phenomenal leadership over the past year and a half. She became Interim Dean after Ted Brown stepped down from that position to rejoin the faculty ranks. Dr. Stone took over at a time of great boom but also at a time of great bust with the budget impacts of last year. She has provided immense leadership and her fellow Deans would agree she also provided great

collegiality and support. She has been a phenomenal member of the team and is to be commended for all she has accomplished in this role.

Dr. Davies is also pleased to present David Balthrop as the next Dean of the College of Humanities and Fine Arts. Mr. Balthrop came to Murray State in 1993 and began his career as an Assistant Professor, rising up to an Associate Professor and in 2000 becoming a full Professor and Chair of the Department of Theatre. He has served Murray State in many capacities and has done great work throughout the community. He is the recommended candidate from the Search Committee and the Provost to become the next Dean of the College of Humanities and Fine Arts, effective July 1, 2017, with an annual salary of \$127,000. Mr. Balthrop stood and was recognized. Dr. Davies knows he will be an exceptional leader for the college and will be a stalwart leader for Murray State University supporting students and all of their activities. Mr. Balthrop expressed appreciation for the opportunity to serve.

Mr. Combs moved that the Board of Regents, upon the recommendation of the President of the University, approve the appointment of Professor David Balthrop as Dean of the College of Humanities and Fine Arts, effective July 1, 2017, at a fiscal year salary of \$127,000 plus salary increments for 2017-18. Ms. Farmer seconded and the roll was called with the following voting: Mr. Combs, yes; Ms. Farmer, yes; Ms. Green, yes; Mrs. Guess, yes; Mr. Kemp, yes; Mr. Rhoads, yes; Mrs. Rudolph, yes; Mr. Schooley, yes; Mrs. Sewell, yes and Mr. Williams, yes. The motion carried.

- **Two-Year Offer of Employment – Men’s Basketball Assistant Coach**

Dr. Davies indicated that a two-year contract is being recommended for James Kane, Assistant Men’s Basketball Coach. Mr. Kane is an integral part of the coaching staff and is essential for attracting many recruits to the University. He has been heavily recruited by other universities but all wish for him to remain at Murray State. The two-year contract does not include an increase in salary but shows the commitment of the University to his service as a member of the Men’s Basketball coaching staff. Mr. Ward indicated that recruiting is the lifeblood of the program and that could be the reason for some current challenges. Mr. Kane plays an integral part of the recruiting effort and he and Head Coach Matt McMahon work very well together.

Mrs. Rudolph moved that the Board of Regents, upon the recommendation of the President of the University, approve the two-year Offer of Employment for Men’s Basketball Assistant Coach James Kane, effective May 1, 2017. Mr. Combs seconded and the roll was called with the following voting: Mr. Combs, yes; Ms. Farmer, yes; Ms. Green, yes; Mrs. Guess, yes; Mr. Kemp, yes; Mr. Rhoads, yes; Mrs. Rudolph, yes; Mr. Schooley, yes; Mrs. Sewell, yes and Mr. Williams, yes. The motion carried.

(See Attachment #8)

- **Salary Roster**

Mr. Combs moved that the Board of Regents, upon the recommendation of the President of the University, approve the Salary Roster as of December 31, 2016, which includes new employment, retirements, resignations and terminations. Mr. Kemp seconded and the roll was called with the following voting: Mr. Combs, yes; Ms. Farmer, yes; Ms. Green, yes; Mrs. Guess, yes; Mr. Kemp, yes; Mr. Rhoads, yes; Mrs. Rudolph, yes; Mr. Schooley, yes; Mrs. Sewell, yes and Mr. Williams, yes. The motion carried.

(See Attachment #9)

- **2017-18 Faculty Sabbatical Leaves**

Mrs. Guess moved that the Board of Regents, upon the recommendation of the President of the University, approve the requests for Faculty Sabbatical Leaves for the faculty members, with associated time periods, indicated below:

<u>NAME / DEPARTMENT</u>	<u>EFFECTIVE</u>	<u>SALARY</u>
DAVID DURR <i>Economics and Finance</i>	08/15/17-12/31/17	full salary / 1 semester
TIMOTHY JOHNSTON <i>Management, Marketing and Business Administration</i>	01/01/18-5/15/18	full salary / 1 semester
JOHN UTGAARD <i>Art and Design</i>	01/01/18-5/15/18	full salary / 1 semester
JOSHUA ADAIR <i>English and Philosophy</i>	08/15/17-12/31/17	full salary / 1 semester
BARBARA COBB <i>English and Philosophy</i>	08/15/17-12/31/17	full salary / 1 semester
JIE WU <i>Modern Languages</i>	01/01/18-5/15/18	full salary / 1 semester
CHRISTOPHER MITCHELL <i>Music</i>	01/01/18-5/15/18	full salary / 1 semester
DANIEL WANN <i>Psychology</i>	08/15/17-12/31/17	full salary / 1 semester

Mrs. Rudolph seconded and the roll was called with the following voting: Mr. Combs, yes; Ms. Farmer, yes; Ms. Green, yes; Mrs. Guess, yes; Mr. Kemp, yes; Mr. Rhoads, yes; Mrs. Rudolph, yes; Mr. Schooley, yes; Mrs. Sewell, yes and Mr. Williams, yes. The motion carried.

- **Staff Leaves of Absence Without Pay**

Mrs. Rudolph moved that the Board of Regents, upon the recommendation of the President of the University, approve the Staff Leaves of Absence Without Pay that have been processed as of January 27, 2017, as listed below:

<u>Name</u>	<u>Department</u>	<u>Effective Date</u>
Brenda Bennett	Dining and Racer Hospitality Services	10/16/2016-12/6/2016
Candace Brown	Facilities Management	11/3/2016-11/5/2016
Teresa Champion	Facilities Management	9/22/2016-9/24/2016
Rhonda Ferguson	Dining and Racer Hospitality Services	10/21/2016-12/16/2016
Lindsey Futrell	University Libraries	8/13/2016-12/31/2016*
Victoria Garland	Dining and Racer Hospitality Services	11/9/2016-12/9/2016
Gary Gassam	Facilities Management	9/9/2016
Michael Hammonds	Dining and Racer Hospitality Services	11/16/2016-11/18/2016
Cortney Holland	University Counseling Services	12/8/2016-1/17/2017
Rebecca Lilly	University Libraries	7/5/2016-12/31/2016*
Ashley Matlock	Facilities Management	8/24/2016-8/25/2016
Aaron Moline	Facilities Management	10/9/2016-10/10/2016
Tiffany Rife	University Counseling Services	9/26/2016-11/11/2016
Kimberly Willett	Facilities Management	11/2/2016-11/5/2016
Stanley Wright	Curriss Center Administration	11/29/2016-12/14/2016

*Intermittent Leave

Mr. Schooley seconded and the motion carried.

Supplemental Materials

Board members were provided with supplemental quarterly reports in the eBoard book, including Risk Management Changes, Campus Major Projects Update – Quarterly Status Report, *Good News Report* and Sponsored Programs – Grants and Contracts Update. The Litigation Status Report was provided in a separate, confidential eBoard book. These reports were provided for informational purposes only and required no action.

Other Business

Dr. Davies reported that at the December 2016 meeting the Board of Regents approved a two-year Faculty Transitional Retirement Contract for Dr. Bert Siebold, Professor in the Institute of Engineering. The Fringe Benefits document (Exhibit A) attached to that contract incorrectly indicated Dr. Siebold was not eligible to receive the benefit of Murray State’s purchase of Kentucky Teacher’s Retirement System (KTRS) Sick Leave Credit at the time of retirement. The Provost’s Office realized that Dr. Siebold did, in fact, submit, in writing and prior to the deadline, a letter to the Provost indicating his intent to retire. Included in the eBoard book was a new Exhibit A which indicates Dr. Siebold does have the right to receive Murray State’s purchase of KTRS Sick Leave Credit at the time of retirement and that he must contact Human Resources at least two months prior to the retirement date. This agenda item was provided for informational purposes only and required no action.

Chair Williams expressed appreciation to President Davies, Ms. Hunt and all administrative staff for the tremendous amount of work it takes to prepare the Board for Quarterly meetings – especially one that has covered as much territory as the one today. The information presented allows the Regents to do their homework and come to the meeting prepared with questions and discussion points. Appreciation was expressed to the staff for their work and to the Regents for doing their homework and for being fully engaged during the entire meeting. Appreciation was also expressed to the Deans, faculty and other staff in the audience because it is extremely important to have these individuals present to serve as resources to the Board.

Adjournment

There being no further business to come before the Board, Chair Williams indicated the Murray State University Quarterly Meeting and Committee Meetings stand adjourned. Adjournment was at 4:12 p.m.


Secretary


Chair

(The remainder of this page is intentionally left blank to allow for inclusion of attachments.)