

**Minutes of the Special Board of Regents Meeting
Murray State University
May 29, 2018**

Call to Order/Roll Call

The Board of Regents of Murray State University met in Special Session on Tuesday, May 29, 2018, 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 9 a.m. and welcomed those present.

The roll was called and the following Board members were present: Katherine Farmer, Sharon Green, Susan Guess, Daniel Kemp, Jerry Rhoads, Lisa Rudolph, Phil Schooley, Don Tharpe and Stephen Williams. Absent: Walter Bumphus and Tori Wood.

Others present were: Robert O. Davies, President; Jill Hunt, Senior Executive Coordinator for the President, Coordinator for Board Relations and Secretary to the Board; Mark Arant, 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 Jackson, President, Murray State University Foundation and Director of Planned Giving; Fred Dietz, Associate Vice President for Enrollment Management; Renee Fister, Chief of Staff; the Collegiate Deans and members of the faculty, staff, students, news media and visitors.

Agenda

Roll Call

Secretary Hunt

**Enrollment Trends, Projections and Policy Discussions
(For Information Only)**

President Davies

**Budget Assumptions Based on Enrollment Projections
(For Information Only)**

**President Davies/
Vice President Dudley**

Break for Lunch

Closed Session

Chair Williams

- a. **Kentucky Revised Statute 61.810(1)(f) – Discussions or hearings which might lead to the appointment, discipline or dismissal of an individual employee, member or student**

Adjournment

Enrollment Trends, Projections and Policy Discussion (For Information Only)

Information presented in the eBoard book included the following:

- Total Enrollment – Total Enrollment and Total Undergraduate Enrollment and Enrollment with and without HEA 189
- Undergraduate Enrollment – First-Time Freshman and Total Undergraduate (2002-17), First-Time Freshman and First-Time Transfer, Freshman Admission Requirements, Retention – First-Time Freshman (Fall to Fall), Yield and Retention by Tier and Recapture Campaign
- 18-County Service Region Enrollment – Total Enrollment to Total 18-County Enrollment, Total First-Time Freshman and 18-County First-Time Freshman and Transfer Students from Regional Kentucky Community and Technical College System (KCTCS)
- International Enrollment – Total Enrollment – University-Level International
- Graduate Enrollment

Undergraduate Enrollment

Dr. Davies reported that when the University Budget is presented to the Board for approval at the Quarterly Meeting in June a projection will be provided based on tuition revenue-producing students. These projections will not include dual credit students or those participating in the Kentucky Waiver Program because these individuals do not generate revenue for the University.

The information provided to the Board was focused on total overall enrollment, undergraduate enrollment, 18-county service region enrollment and enrollment in international and graduate programs. Over the past year and a half the mantra at Murray State has been to “Recruit, Retain and Graduate” and that has remained the focus of all efforts to recruit college-ready students and also establish practices to ensure these individuals have a high probability of being retained so that they will graduate.

Joining the presentation were Dr. Arant; Ms. Dudley; Dr. Robertson; Dr. King; Mr. Dietz; Peggy Whaley, Assistant Director for Student Engagement and Success and Tyson Mannerling, Director of International Recruitment and Operations Manager. Members of the international, graduate and admission teams and the Bursar’s Office were also present to add to the discussion moving forward.

Dr. Davies reported that the *President’s Commission on Strategic Enrollment Management* has been initiated to determine whether human and financial resources are being utilized strategically. The *Commission* will also help identify and develop strategies which will produce measurable outcomes to build on strengths and opportunities and minimize and address weaknesses and threats. The *Commission* will be co-chaired by Provost Arant and Vice President Robertson and membership includes Deans, Department Chairs and various individuals within the enrollment areas. The first charge for the *Commission* will be to undertake a SWOT analysis to identify strengths, weaknesses, opportunities and threats with regard to the University’s enrollment and admissions processes. This will include discussions regarding visibility, yield, communication, brand, academic partnerships, staffing, resources and competitors as part of this work. This work will begin immediately and will provide a robust platform and foundation upon which the new Associate Vice President for Strategic Enrollment Management can build.

The *Commission* will also be asked to review policies such as the admission standards which have been in place since Fall 2016, the merit-based awards system and tuition pricing to determine whether changes may be necessary. Practices and tactics will also be addressed and this includes the timing of award notifications, visits and other communications. The *Commission* will also set accountability measures to be reported throughout the entire University. An effort will be made to build partnerships throughout the entire University as well as the community to ensure the appropriate structures and working relationships are in place. The overall goal for the *Commission* is to create a University-wide Comprehensive Enrollment Plan with clearly defined goals, responsibilities and outcomes for undergraduate, graduate and international audiences. The *Commission* will also consider opportunities for additional audiences such as the adult learner.

The search process is underway for the new Associate Vice President for Strategic Enrollment Management. Dean Tim Todd, *Bauernfeind College of Business*, serves as Chair of the Search Committee and has indicated that the applicant pool is broad and deep and includes individuals from multiple universities across the country – ranging from comprehensive to Research I institutions. The goal will be to narrow the applicant pool to semifinalists and have finalists for the position on campus in late June or early July. This would enable the successful candidate to join the University by early August. The Committee has been instructed to identify a proactive leader who will be visible within both the University and the community and this individual will set high standards and goals, accept challenges, provide new ideas, build on internal and external relationships and embrace Murray State’s brand identity of high academic quality and extreme value.

Dr. Davies provided historical information regarding enrollment trends at Murray State University over the past 15 years. During this timeframe, average total enrollment has been 10,407 and for the year just concluded that number was 10,017. These represent the Fall consensus numbers that are routinely repeated throughout the University landscape for comparison purposes. In 2014, enrollment peaked at 11,207 students and this is the only year where Murray State enrollment has been over 11,000. This occurred at the end of the Great Recession which fueled enrollment and also included nearly 200 Mid-Continent transfer students due to that university closing during the previous Spring. This timeframe also represented the peak of 887 international students enrolled and the peak of undergraduate students at 9,444. Average undergraduate student enrollment is 8,638 and this past year the number was 8,636. Only three times during this period has undergraduate enrollment exceeded 9,000 students and

only eight times has it exceeded 8,500. Average graduate enrollment is 1,769 and last year the number was 1,381 students. This decline is based on many factors which are impacting nearly all master's degree-granting institutions. All but two Kentucky public universities – Eastern Kentucky University and the University of Louisville – are down in terms of graduate numbers. It is speculated that the reasons graduate enrollment is not down at the two universities mentioned is that they both already have in place robust online programs for graduate students. Additional factors affecting graduate enrollment since the peak in 2010 include the economy, market changes, competition, credentialing of teachers and the advent of The University of the Cumberlands.

Murray State University previously offered a free class – HEA 189 – to all faculty, staff and their spouses which essentially provided free access to the Wellness Center. Recent changes have been made within the University's insurance policies and additional wellness initiatives are being promoted to ensure individuals taking advantage of free access to the Wellness Center are actually utilizing the facility to become healthier individuals. This represents the "Live Well, Choose Well" philosophy. Due to this change in policy, HEA 189 is no longer being offered. Not including the HEA 189 numbers also helps provide a much clearer picture of true enrollment. On average, each semester nearly 250 individuals enrolled in HEA 189 and this inflated enrollment figures. This course was not a revenue producer and in terms of projections being provided it will not make a significant difference but will affect headcount numbers moving forward. This is why enrollment numbers are being reported with and without HEA 189 to show the difference.

A graph was provided which mapped the total undergraduate headcount versus first-time freshmen from 2002 to 2017. There is no single change that can be made in one year which will result in a significant difference in terms of enrollment. In 2010 through 2012 first-time freshman numbers went from 1,300 to 1,536 to 1,626 and this represents a very steep upward trajectory. Total enrollment during this same period shows a lag effect which actually occurs in years two, three and four following the impact of the steep trajectory. Following the upward trajectory for first-time freshman, a decline occurred and numbers went from 1,626 to 1,581 to 1,508 to 1,468 and the lag effect on total enrollment is evidenced in the two subsequent years. As challenges and opportunities are considered all must also keep in mind the role of the first-time freshman class and the associated lag effect that occurs. The lag effect also occurs with graduate students. As these students graduate if they are not subsequently replaced with equal size freshman classes there is enrollment compression. This is why over the last four years having a freshman class of between 1,500 to 1,600 students has been the goal to provide a stability effect and provide greater predictability.

A graph was provided related to first-time freshmen and first-time transfer students. Over the same period, the average number of first-time freshmen is 1,446 and last year the number was 1,443. There was only one year – 2012 – in which first-time freshmen numbered above 1,600 and only four times when the class was above 1,500 (but below 1,600). The peak from 2010 to 2015 shows both a very steep incline and then a steep decline because it could not be sustained. The goal with the updated admission standards is to have a freshman class of 1,600 students. The first year where there was an increase in the freshman class (1,502) was in 2016, the same year these admission standards were implemented. The admission standards which were implemented represented a complete overhaul of the way the University recruited freshman students. The target audience was greatly expanded both in terms of the number of applicants and geographically. A targeted approach was taken to send a message of quality. The merit scholarship process was also significantly enhanced during this time.

Mr. Dietz reported that the process of recruiting freshman students to Murray State begins four years out. The University is engaged with a vendor – EAB Enrollment Services (Royall and Company) – that helps with direct marketing and mail opportunities prior to students entering the Murray State system. Various list sources are utilized to build up the entering class and student names (approximately 100,000) are purchased through the College Board, ACT and others to market Murray State to these students, generally within a three- to four-hour radius (200 – 250 miles). The current inquiry pool for freshman generates approximately 30,000 high school senior inquiries. Students who fit the University's profile in terms of grade point average (GPA) and ACT score are targeted and efforts are dedicated toward getting these individuals interested in Murray State. Confirmation was provided that the names previously purchased were juniors and seniors in high school. This year the names of freshman high school students within the 18-

county service region have been purchased in an effort to begin cultivating this population earlier and getting the students into the University system which serves as the basis of all recruitment processes moving forward. This same process is utilized for transfer students. The University has been much more aggressive in identifying transfer students at the community colleges who could transfer to the University within the next year or two. Once students who are interested in Murray State are identified and entered into the system they are provided with information on College Fairs, College Night programs, high school visits in their hometown and any other relevant events in the 18-county service region. Over 1,000 freshman and transfer student events were held over the past year. Opportunities were also increased for students to visit the Murray State campus on weekends and initiatives to encourage Guidance Counselors to visit campus have also been initiated. Efforts are also focused on bringing underrepresented students to campus through initiatives such as the *Rising Scholars* initiative held this Spring. The University works with the Lincoln Foundation in Louisville to help bring students to campus and also has a recruiter who is based out of Louisville. Confirmation was provided that all communication efforts are coordinated with the office of Branding, Marketing and Communication and meetings occur regularly to ensure a consistent message is being provided to potential students. The Dean's Scholarship was also instituted this past year to provide assistance to students who were just out of range of receiving Achievement Grid scholarship monies. Information on potential freshman students is shared with the Deans, department Chairs and the President's Executive Council for follow-up and to provide additional communication at all levels.

A question was asked with regard to the percentage of Murray State students from the 18-county service region. Mr. Dietz reported that for an entering freshman class of 1,500 students approximately one-third are from the 18-county service region. Concern was expressed with regard to the percentage of students from the 18-county service region the University is attracting. Dr. Davies confirmed this population represents an opportunity moving forward. Information was included in the eBoard book related to the 18-county service region. In 2008 approximately 48 percent of the freshman class was comprised of students from the 18-county service region but that has declined. The University must have a much stronger presence in the 18-county service region and employ concerted efforts to attract this population. The leadership team will reinvigorate efforts in this regard with a sense of persistence, pertinence and insistence where a sense of familiarity and comfort has previously ensued. It is known that the college-going rate has declined – as confirmed from the latest data provided by the Kentucky Center for Education and Workforce Statistics (KCEWS) – from 63.8 percent in 2012 to 57.1 percent in 2015. Signs show that this trend is continuing to decrease. Murray State needs to own the 18-county market and there are many opportunities in this regard. Dr. Davies will continue to visit schools in the service region and Dr. Robertson plans to reformatify the former Roads Scholars Program which was started in 2002 but discontinued in 2008. The Murray State Foundation has funded \$25,000 for this initiative and the University has matched that amount. Dr. Davies has also authorized the hiring of an additional recruiter for this specific purpose as well as for other initiatives within the 18-county service region. The University is attracting more Valedictorians from the 18-county service region and the ACT scores for admitted students are increasing. The scholarship grid for Tier II students also needs to be significantly enhanced. Initiatives have been developed for students with an 18 ACT who have proven they are college ready and able.

Dr. King has been asked to increase the University's advertising commitment throughout the 18-county service region, specifically in four counties in which the University needs to be extremely aggressive – McCracken, Henderson, Hopkins and Christian and efforts must also be enhanced in Ballard, Crittenden and Livingston counties because the University currently does not have a 20 percent market share of these college-going students and all are dedicated to making changes in this regard. Fulton, Hickman and Carlisle counties have been bolstered recently in terms of enrollment percentages and market share through initiatives such as the *Falcon Academy*. Ballard County just initiated the *Bomber Academy* which will help bolster high school enrollment and attention must also be dedicated in these areas. In some areas gentleman agreements have been in place in terms of how aggressively the University would recruit in the community college areas and this will also need to change. There must be a renewed focus on students in these areas who are college ready and a determination made on how to attract these students to Murray State and the University will be very aggressive in this regard. Care must be taken to maintain a balance between collaboration and competition with the community colleges.

The administrative team has been tasked with determining how the University can hold at least a 20 percent market share of students from every county within its service region. One of the

challenges the University faces is when students think about attending a postsecondary education institution within the 18-county service region nearly one-half of these students are comparing four-year institutions and the community colleges on almost equal footing. These students must realize that Murray State has tremendous value but that is due to academic quality and this is the differentiator between the University and the community colleges. Students who should be attending a four-year institution must have Murray State at the forefront in their minds. The Maguire and Associates study conducted a few years ago recommended focusing on the academic quality niche. This work will not be accomplished solely through the Admissions team – but must be done in coordination and cooperation with the Deans and their colleges, schools and departments and through the Roads Scholars Program and other connections. As an example of such connections, Dean Todd confirmed that the *Arthur J. Bauernfeind College of Business (AJBCOB)* has made a commitment to connect with every single Future Business Leaders of America (FBLA) chapter within each of the 18 counties in the service region. Dean Tony Brannon, *Hutson School of Agriculture*, does a tremendous amount of academic recruitment because he has a pipeline with the Future Farmers of America chapters in the local school systems. The *AJBCOB* has a similar opportunity with FBLA students. Each February 1,000 students from the 18-county service region are on the Murray State campus for their annual FBLA competition and while some recruitment interaction occurs the students are not on campus for that purpose. All of the business faculty will be paired up and will visit FBLA chapters in the 32 high schools within the 18-county service region but it will not be possible to accomplish this work by August 2018. It is hoped that activities such as this will help increase enrollment and yield. Mr. Dietz confirmed that on-site admission is offered at each of the high schools within the 18-county service region.

It was indicated that the Strategic Plan initiatives approved in June 2015 are difficult to locate but had as a goal increasing enrollment from the 18-county service region by 20 percent, increasing the number of transfer students from 954 to 1,200 and increasing the number of enrolled students from Jefferson and Fayette counties and other metropolitan areas by 50 percent. In light of the new admission standards, the question was asked whether these goals have been changed. There is no recollection of there being a big call to action or an alarm raised until now that the University was not meeting these goals. A reminder was provided that Strategic Plan information is available on the associated website and includes goals from the inception of the Plan. It was stated that videos from Board meetings are not archived or readily available.

Mr. Dietz confirmed there has always been a call to action to improve enrollment from Jefferson and Fayette counties and that is why there is an aggressive recruiter specifically designated for those areas. There has always been a concerted effort in the 18-county service region as well. In response to whether the goals contained in the Strategic Plan have changed due to the implementation of the new admission standards, Dr. Davies indicated that is not the case. He believes the University has become comfortable in the 18-county service region and for that reason he has asked the Deans and others to aggressively move forward to reinvigorate specific and targeted initiatives for this population. A good benchmark is to have a 20 percent market share within each of the 18 counties within the University's service region. When the admission standards were changed part of that work included expanding Murray State's geographic network and it is possible more focus was placed on that work than recruitment from the 18-county service region. Initiatives being outlined today represent a refocusing on efforts within the 18 counties which comprise the University's service region.

Mr. Dietz confirmed that particular focus is being placed on student yield and a great deal of discussion occurred in this regard. President's Executive Council members and the Deans have called and emailed students about Summer Orientation. Regent Wood sent a letter to students about her experience as a Murray State Racer. The Admitted Student House for freshman and transfer students and their families also provided an opportunity for these individuals to visit campus. Confirmation was provided that alumni are also involved in this process. Dr. Robertson confirmed that upon Mr. Dietz leaving the University he will assume the interim role of overseeing Enrollment Management. He will be very aggressively focused on yield, in particular continuing to follow up with students who have attended Summer Orientation sessions. Efforts will also be dedicated toward following up with parents to ensure their needs have also been met. Students who have applied to Murray State will again be contacted and encouraged to attend a Summer Orientation session and assistance will be provided to get them registered for classes. Consideration will also be given to whether there are scholarship dollars that have not been awarded and if there are alternatives for utilizing that funding and meetings

have been scheduled with all involved offices. If students indicate that finances are still an issue this may provide an avenue by which the University can help enroll these individuals. In many cases the amount needed is not insurmountable.

Mr. Dietz reported that freshman enrollment peaked in 2012 but that also coincides with a peak in the number of Kentucky high school graduates. That peak has since declined and levels will not be restored nationally until 2030 according to available data. The number of high school graduates choosing to attend college is declining and this represents a significant challenge. Those students who choose to attend college are also applying to an average of seven different colleges. This means in terms of the admitted to enrolled student population yield will drop somewhat and that has been the case at Murray State, although in terms of yield (24 percent) the University is ahead of the national average of 22 percent. Clarification was provided that yield refers to students who move from admitted to enrolled status. A question was asked whether consideration has been given to looking at the other schools students are applying to in terms of ease of application, the time it takes to provide admission and scholarship information and the overall timeliness of communications. Mr. Dietz confirmed that the application and admission processes for freshman and transfer students were reviewed this year. As a result, a conscious decision was made to allow freshman students to be admitted based on self-reported test scores and grades. This allowed for more applications to be processed and decisions sent out sooner for freshman students. Students who self-report grades and test scores are also reporting that they are eligible for a fee waiver. In the past the University had to wait on verification the student was eligible for a fee waiver before making an admission decision. By allowing self-reporting the University no longer has to wait for verification and the Council on Postsecondary Education has indicated it represents a positive change for Murray State. Institutional scholarship decisions are also being provided quickly to students once they are admitted. Once the student applies and has submitted all required materials a decision is generally provided within 48 hours and students are notified via email and a letter. Scholarship award notifications follow the admission decision and those are usually provided within one week. Dr. Davies clarified that the goal is to have the total financial aid package (which includes federal financial aid, Pell grants, state grants, etc.) in the hands of students no later than March 31. This past year there has been some thought that the University was two to three weeks late providing this information but Ms. Dudley confirmed the institution adhered to the same time schedule it has followed in the past. In fact, students are actually receiving an enhanced package with financial aid estimates. If students applied for student loans those are also included, as well as the University merit package, scholarships and competitive awards. The award letters being sent to students represent a full aid package.

Dr. Davies reported that most other universities also deliver financial aid packages within the month of March but the *Commission on Strategic Enrollment Management* will be asked to determine whether this information can be provided even earlier in the process. Moving the deadline up will also have a domino effect in terms of other dates which will also have to be changed. The University will also need to work with the Foundation to provide a projection of the amount available for scholarships earlier. One challenge with this is that there are over 200 separate committees for Foundation scholarships and consideration must be given to how this can be consolidated into a much more manageable process. The total financial aid package is provided to students within the timeframe mentioned but there is no question that students do weigh options and their decision point is technically May 1. Ms. Dudley confirmed that there are 200 separate scholarship committees to award private scholarships and it is a challenge to get external members of those committees together to make the awards. For external scholarships confirmation was provided that alternates are also awarded. If one student is awarded a scholarship but ends up not attending Murray State, the alternate is then notified. One issue includes that sometimes it is not known the awardee has declined a scholarship until as late as May 1 at which point the alternate is contacted and that person may end up not meeting the criteria. Confirmation was provided when the initial scholarship award is made there are at least five to ten alternates selected at the same time but there are occasions when some scholarships are not awarded due to late declinations from initial awardees. Confirmation was provided that there is minimal data entry on the part of the University associated with both the admission and scholarship processes because students apply online.

In response to whether 200 scholarship committees are necessary, Dr. King indicated the Development Officers work with donors to try to avoid having additional criteria that is not already asked on the scholarship application. An effort is being made to collect all necessary information through one scholarship application. Confirmation was provided that students only

have to fill out one application to apply for multiple scholarships. Once they are matched to a particular scholarship the award notification is sent. Donors are also asked to take into account that for them the most important thing is to see their donation benefit and support students and the most effective way to accomplish this is for them to utilize a scholarship committee that is already in existence. When external committees are utilized it can be complicated coordinating schedules. Dr. Jackson confirmed that the Foundation is using the same process that has been utilized for the last many years for awarding scholarships. The challenge is that the number of scholarships has tripled since 2005 and 10 to 20 percent are Foundation-managed private awards. There are a number of committees but the reason for this is that anyone who leaves an endowment to the University has a set of guidelines by which the scholarship will be administered and prior to now he has not been aware of any major issues in this regard. In 2000 the Foundation managed and awarded approximately \$680,000 in privately-funded scholarships and today that total is over \$2 million. Meetings have been held in January – March this year and the scholarship awarding process has gone well. Growth and the tripling of scholarship dollars presents challenges but also creates opportunities related to student recruitment. Care must be taken to award scholarships in compliance with the associated established guidelines which represents a contract with the donor for their generosity. He has not been aware of any issues related to the Foundation being slow in this process in any way but would be happy to discuss this further if necessary. Confirmation was provided that a retention scholarship was added for sophomores who did not enter the University on scholarship but have proven their worth but this was only moderately successful and the focus has shifted to minority students.

Students make a connection with the University through Student Orientation sessions and Murray State begins offering those in April. Students also call the University to share what other schools are offering and this represents a very interesting process. Confirmation was provided that the correlation between a campus visit and the likelihood of enrolling is very high. Freshman and transfer students can register online for a campus visit and at that time the student lets the University know what they want to do during their visit, including meeting with an academic department or the scholarship and financial aid offices. Prospective students will spend approximately 30 minutes with an Admissions Counselor to discuss the admissions process and then tour campus. The University provides lunch and the students then have an academic appointment, followed by a meeting with the scholarship and/or financial aid offices. The students and their families are escorted on campus by a Student Ambassador. The Student Ambassador program is completely voluntary. In terms of how much training Student Ambassadors receive, it was indicated they receive a two-day weekend training and are required to train under a current Student Ambassador for one semester. Confirmation was provided that all feel these students are reliable and adequately informed to represent the University to prospective students and their families. Dr. Davies reminded the Board that the supplemental materials provided in the eBoard book include a report prepared by EAB evaluating the Student Ambassador program after representatives took a campus tour.

Regarding whether there is adequate staffing in Admissions, the Scholarship Office and Student Financial Aid, Ms. Dudley indicated two vacancies occurred within the Scholarship Office at the time it was transitioned over to Finance and Administrative Services but work proceeded as normal due to the prior consolidation of the Bursar, Financial Aid and Scholarship offices. This change was undertaken to encourage these offices to work together during peak periods to ensure the necessary work was accomplished by established deadlines. One of the vacant positions has recently been filled and the other is in the second round of the search process. Mr. Dietz reported there are vacant positions in the Recruitment Office but those vacancies occurred after the bulk of the Fall recruiting travel period. Two positions have been filled and one or two positions remain open. The Recruitment Office also provided assistance to the financial aid and scholarship process.

Chair Williams stated that it is clear there are a number of moving parts associated with a comprehensive Enrollment Management Plan. He assumes the *Commission* that has been formed will – in conducting a SWOT analysis – be looking at all of these components and how they overlap. Strengths, weaknesses and opportunities will be identified and a comprehensive plan will result from the analysis undertaken to help reach the yield goals outlined. Dr. Davies confirmed that the SWOT analysis will provide an opportunity for such discussions. Once the new Associate Vice President for Strategic Enrollment Management is on board that individual will join the *Commission* in its work to provide their own expertise. This individual will need to

be very aggressive and proactive and be an active manager to set high standards and put strategies in place to make those occur.

Dr. King reported that in June 2016 the Board approved the Marketing Plan for Murray State University through 2022. The Plan included five key objectives and enrollment support is the first primary component. During the first year of the Plan focus was placed on undergraduate recruitment and raising awareness for the University. The conversation has now moved to changing the perception of Murray State University. As the Maguire and Associates study illustrated, the perception of Murray State in the past has been cheap and basketball in terms of the first words used to describe the University. This conversation needed to be changed to instead focus on value highlighting academic excellence and experiential learning. This is when the message “Opportunity Afforded” was adopted. Student testimonials have been a focus of marketing efforts because each student’s experience at Murray State is unique. It was recognized that higher education is an investment in terms of time and financially. The University also serves a population that is almost 50 percent first-generation students and it is an investment for the entire family for a student to attend Murray State University. Students and their families needed to understand that this investment also has a high return. Marketing efforts were changed to focus on the student and what their individual experience could be at Murray State. During the first year a complete overhaul of all recruitment publications was undertaken. This massive undertaking involved changing all undergraduate admissions, transfer, graduate and international publications and undertaking a complete overhaul of the Honors College publications and website. One key initiative associated with the new admission standards was to grow the Honors College population. After one year the Honors College admitted the largest class ever in Fall 2017 with 200 students.

Three years ago a mini-campaign was undertaken in a set number of counties in southern Illinois – *Racer Reps*. This included students who actually became brand ambassadors for the University via social media platforms. Students who were highly engaged on campus were chosen to participate in this effort. Those students were provided with a set of challenges to undertake on social media which would allow them to talk on their level and on their platforms to friends and others in the targeted population about different aspects of Murray State University with the intent of recruiting additional students from that area. This turned out to be a highly successful effort and the program was expanded in 2016 to the 18-county service region and other key pockets such as Nashville and Cincinnati. This work continues with the social media team and there are almost 30 student volunteers participating. The goal is to enable students to speak in an authentic voice and present their story and experience at Murray State. They are provided with certain topics to discuss and are given challenges in terms of the social media platforms in which to participate. This enables prospective students to interact with someone who knows what campus is like and can share their experiences. Research undertaken during the development of the Marketing Plan revealed that prospective students need to experience campus so they know what it will be like and this is the University’s virtual way of providing those students with that opportunity.

The University has expanded its market to include more regional areas as well as some outside the states and in doing so has increased competition. The University is moving into areas where it is trying to build brand awareness that is not necessarily already there, outside of basketball. Marketing efforts are strategic in terms of where advertising dollars are targeted because they are limited and care must be taken to ensure the messages being delivered are effective. General recruitment and awareness promotion are done in key areas that support the undergraduate enrollment plan. Targeted advertising is also being done for specific programs in specific areas. This enables the team to stretch limited advertising dollars by ensuring the University is reaching the appropriate audiences and in a targeted fashion. A prospective family communication plan has also been developed and was implemented during the past year. There is a new website that provides resources for families and a new publication for parents has been created and includes a letter from an alumni member from the respective college the prospective student has expressed interest in and this speaks to the return on investment that a Murray State education can provide.

Staff have been working diligently on a new academic website designed specifically for recruitment. This website will be unveiled on August 1 and represents a unique tool that is normally utilized by large research institutions. Every academic program was required to submit content for the new website which is designed to have a multi-phase roll out. The first phase is designed to include both undergraduate and graduate programs and will enable students to search

for information. The website is clearly designed for prospective students at the freshman level and if they are unsure what degree they would like to pursue they can type in a profession, such as doctor, and it will reveal related fields that might be of interest. The website also makes it easier for prospective students to determine whether Murray State offers a degree in their area of interest and will allow them to explore all available options in that regard. They will also be able to compare academic programs and acquire additional information if there is a program which peaks their interest. The web pages also have very specific “calls to action” to either request a visit, request information or apply. Previously the request for information link required students to set up an account that automatically fed into the Admissions database but that requirement has now been removed because students were not actually setting up an account because at that point they were not ready to commit. This past Spring, working with some niche programs, the team has tested different requests for information forms to determine what the return rate is for 15 questions (30 percent) or five questions (70 percent). A request is being made only for the information that is absolutely needed to follow up with interested students.

Dr. Davies reported that the changed admission standards initiated in 2016 represent a discussion point. In 2014-15 the Maguire and Associates study looked at the brand perception for Murray State. Very specific findings resulted from this study and the University was significantly encouraged to enhance academic quality and value. Murray State was known as having good value but was also known as one of the cheapest universities and not necessarily the best. Maguire also stressed the importance of creating strategic niches based on academic quality and value and doing so would be necessary to compete in new markets (recognizing that the 18-county market would be declining). Mr. Dietz and Associate Provost for Undergraduate Education Renae Duncan undertook an in-depth review of key data indicators for success and discovered that students who needed two and three or more remedial courses were not successful at Murray State. This was also linked to an ACT score of 17. If a student has an ACT of 17 or below, their probability of success is greatly diminished. It is through this data application that the new admission standards were proposed. The new requirements included an ACT score of 18 or higher and a 3.0 GPA. As part of this process, admission Tiers I – IV were developed to target potential students but also develop communication flows through the recruitment process to increase yield. This also allowed students to be placed in the proper category where their progress and success could be tracked and measured. Information was included in the eBoard book related to yield and retention by tier for the first class under the new admission tiers in Fall 2016 as well as the Fall 2017 class. In Fall 2016 there were 5,530 students admitted (applied) with an acceptance rate of 85 percent and the all new freshman cohort was 1,502 (27 percent yield). For Fall 2017 there were 6,067 students admitted and the all new freshman cohort was 1,443 (24 percent yield). The national yield average is 22 percent for all types of institutions. It was agreed that information will be provided in terms of how Murray State compares to the other state institutions. The University was trending for enrollment to be higher but due to summer melt students who said they were coming to Murray State did not materialize. Tier I includes the top academic students and there was a 34 percent yield last year and a 33 percent yield for the current year in this category and the retention rates were 82 percent and 85 percent, respectively. Tier II includes “regular admits” and had a yield of 29 percent in 2016 and 23 percent in 2017. For this group, students who chose not to attend Murray State indicated that other institutions were offering a scholarship in the amount of approximately \$1,000 and this is why the Dean’s Scholarship of \$1,500 has now been instituted at Murray State for all freshman students entering the University in Tier II for the upcoming year. The Dean’s Scholarship has been extremely well received in the 18-county service region. The retention rate for Tier II students in 2016 was 77 percent and in 2017 was 73 percent. These students are being contacted to determine why they are not coming back to Murray State and if the reason is financial in nature micro-grants will be offered. The Dean’s Scholarship was not yet available when this group entered Murray State. The retention rate for students admitted into Tier IV is much less than that for the other tiers and this is why initiatives such as AccelerateU! have been developed. Confirmation was again provided that the *Commission* will consider whether the admission standards need to be revised or whether there is a desire to move to a composite index model to best meet the needs of the students Murray State serves because environments change.

Mr. Dietz confirmed that in terms of admission standards a review of practices at other institutions in the state was undertaken. It was discovered that not all universities are as transparent with their admission standards as Murray State (18 ACT and 3.0 GPA). Some schools are in the 18-20 ACT range while others are moving to a composite admission index. Overall, schools have at least a 2.5 GPA as a minimum requirement. Maria Rosa, Director of

Undergraduate Admissions – Transfer Center, researched admission requirements at the various universities and believes the composite admission index is being used to provide flexibility for some institutions to make decisions “behind the scenes” and not having to have published admission standards. It was discovered that although some universities are publishing an ACT score of 18 as the minimum they have continued to admit students with lower scores. Confirmation was provided that Murray State is not simply turning students away if they do not have an 18 ACT and a 3.0 GPA and those individuals are being provided with information on how to appeal the admission decision and other options. Many Principals and Guidance Counselors have expressed appreciation to the University for providing clear information about the new admission standards because it has helped them set parameters based on student success.

Mr. Dietz confirmed that if a student decides to attend a community college instead of enrolling at Murray State the University does follow up with those individuals to ensure they are aware of transfer scholarship opportunities. The change in admission requirements means the University is pursuing students who have many more options and aggressive efforts are needed in this regard. In response to an inquiry, Dr. King reported that aggressive means \$50,000 will be reallocated specifically for marketing to students within the 18-county service region. An attempt has been made to respect prior relationships that have been in place but prior efforts in these areas have been geared toward the campus in that area rather than Murray State University as a whole. The concept of a four-year college experience will be targeted to students who want that experience whether they stay within their particular area or if they come to the Murray campus. The regional campuses will also be recruiting for Murray State as a whole. The University cannot afford to continue to withhold general advertising initiatives in these areas such as billboards, newspaper advertisements and radio announcements regarding Murray State. Initiatives such as an educational program (College 101) specifically for first-generation students in the 18-county service region to be offered through the high schools are also being developed. Increasing visibility will also be a significant part of this effort. Confirmation was provided that a group has already been formed to begin developing plans to determine how to be more aggressive in the 18-county service region.

Confirmation was provided that there are many transfer initiatives in place for students who attend a community college for the first two years but want to complete their education at Murray State (2+2 programs). The newly-created Transfer Task Force has met this academic year and community college representatives have been invited to campus to participate in transfer meetings. Transfer VIP events have been held on the regional campuses to provide information on the application for admission and help enroll students in Murray State classes. Staff are on the West Kentucky Community and Technical College (WKCTC) campus weekly to meet with students and staff to discuss the transition to Murray State. Staff are also on the Madisonville and Hopkinsville campuses regularly helping students transition to Murray State. There are Murray State employees stationed at these campuses as well. Representatives visit the Shawnee Community College campus weekly and monthly visits are made to the community colleges in Owensboro. Murray State also presented at every orientation class at WKCTC for first-year students. Newly-admitted students are called within two weeks of their admission decision to welcome them and answer any questions. The University hosts a Murray State Showcase Day where Counselors are brought to campus for a tour and information session and this helps provide continuous outreach. The transfer team has a great deal of outreach with students who have applied but have not yet been admitted as well as those who have been admitted but have not enrolled. Faculty, staff and alumni outreach efforts have been employed at all of the community college branches.

Mr. Dietz indicated that enrollment of students from the community college level does tend to follow community college enrollments which are down substantially over the last five years (27 percent) in the 18-county service region. This has a significant impact on Murray State’s transfer initiatives. The community college system as a whole had approximately 110,000 students in 2011 and enrollment is currently at 79,000. The University has over 130 articulation agreements in place with different community colleges. Ms. Rosa reported that with regard to transfer scholarships in the past those have been offered only for the student’s first year of enrollment at the University but the decision was made last semester to offer the scholarship for four semesters to help students better plan financially. This means that the award amount is less impressive on the front end but it will follow them through the completion of their degree. Transfer students also automatically receive a pre-award letter if they meet the criteria of 3.25 GPA and 45 credit hours. Ms. Dudley confirmed that the transfer scholarship was previously based on a set budget

but has now been extended so if students meet the criteria they will receive the scholarship. Transfer students are required to participate in an orientation session prior to coming to campus. Currently the number of students who have committed to participate in one of these sessions is trending up. Transfer students typically apply to fewer schools than freshman students so when they make a commitment to attend an orientation session that is a strong indicator of their intent. Cancellations for transfer students who pay for an orientation session will be fewer than those for freshman students.

Ms. Dudley confirmed that the University's discount rate has increased over the last five years. Five years ago the discount rate was 35 percent and with the new cohort that started in Fall 2016 the discount rate has increased to 42 percent. The amount of discounts on the average is increasing. Historically Murray State has been on the higher side in terms of the overall discount rate when compared to other universities in the state. Chair Williams asked whether this is a subject the Board needs to address. Dr. Davies indicated that one key element of the Maguire study is for the University to be able to offer scholarships and the academic grid that has been implemented represents a very powerful tool in this regard. Compared to competitors, Murray State is providing more in terms of scholarship amounts and additional detailed information will be provided to the Board. It is believed the University needs to continue the same scholarship level.

Dr. Arant reported that last Fall 670 students were not admitted to Murray State. In an effort to reclaim these students who did not meet the initial admission requirements, the team has developed the AccelerateU! Program to build a momentum starter for these students. Current data and trends were utilized in developing this program. These students will come to the Murray State campus and spend one year taking both WKCTC and Murray State courses. These students will live in the residential colleges and become fully acclimated to the environment of Murray State while receiving the tools they need to be successful at a four-year institution. The added benefit is that these students will also be earning college credit in the process – and by the time they finish the program they will have a minimum of 24 credit hours with the ability to matriculate to Murray State the following year. Current research shows that the ACT score alone is not a good predictor of college success. One of the greatest predictors is the high school grade point average and that is why many schools are moving to a combination admission calculation. The more quickly a student can acclimate to an institution the more likely it is they will be successful. This is why students who live on campus have a higher graduation success rate than those who do not.

It was stated that in some cases students who were turned away from Murray State were accepted by other institutions. In response to whether these institutions 1) had the same admission standards as Murray State but augmented those with special resources to help students get up to speed to be successful or 2) had lower admission standards and offered special resources, Dr. Arant responded in the affirmative for both scenarios. All agreed this represents an important consideration for the *Commission* to discuss because one represents a policy issue and the other concerns resources and programs. Consideration may also need to be given to whether the policy issue should be addressed in the future in terms of how the University can best serve the region and students in terms of how to capture them and ensure they are successful. In the University's pathways Tier IV, the success rate for these students was approximately 48 percent in 2017 and 42 percent in 2018 and is trending downward. The AccelerateU! Program will help illustrate how to enhance the success rate for these students. A student success plan had previously been set up but was not implemented due to lack of resources. An information session for Accelerate U! was held recently and as a result there are 28 students enrolled in the program.

It was suggested that specific efforts need to be geared toward reaching the underrepresented, minority and low income student populations. This must involve the Guidance Counselors so they know the resources the University can offer and will encourage their students to attend college. Many of these students are the first in their family to attend college and they must be provided with the resources necessary to be successful. Other universities already have targeted programs in place to help these students and the University should consider investigating programs at these institutions. Agreement was reached that this represents a best practice which should be considered although this will require additional resources. Dr. Davies confirmed that a Task Force has been established to work specifically with students in these populations and Ms. Whaley and S.G. Carthell, Senior Director of Diversity Initiatives, are assisting with this effort.

Ms. Whaley reported on the Recapture Campaign. Once registration ends for the Fall Semester a list of students who are academically eligible but have not yet registered is produced. That information is shared weekly or bi-weekly with the Deans, Chairs, academic advisors, Student Support Services, Honors College, Athletics and Multicultural Affairs so those programs can follow up with their students. In terms of overall undergraduate students, on April 16 there were 1,710 students who had not registered for classes. As of May 15 that number is down to 956 students who have not registered which represents a 44 percent change. For graduate students, there were 672 students who had not registered for classes and that number is now at 416 students (30 percent change). This very much represents a collaborative team effort and provides individualized attention to the students. Two volunteer students and a Graduate Assistant will work over the summer in an effort for the Office of Student Engagement and Success to be even more aggressive in contacting students who have not registered for classes. Ms. Dudley added that the GPA for students to continue to receive merit awards has been lowered from 3.5 to 3.0 so that will assist with efforts to retain these students by providing an extra level of financial aid and assisting with retention rates.

In terms of Murray State's key competitors, Dr. Davies indicated the universities that are mentioned most often by prospective students are Centre, Bellarmine, the University of Kentucky and the University of Louisville. ACT data the University receives is also typically sent to these four schools as well as Western Kentucky University and Eastern. Southeast Missouri State University and the University of Tennessee-Martin (agriculture) are also mentioned frequently.

In terms of whether advertising will be done statewide for the *Racer Promise*, Dr. King reported that promotion began as soon as the initiative was approved. Dr. Davies added that an Op Ed piece appeared in the Paducah Sun and the Lane Report also highlighted the initiative. A message has also been sent to all high school Guidance Counselors throughout the entire state.

International Enrollment

Dr. Robertson reported that there are currently specific challenges associated with international recruitment. There were two large groups of international students studying at Murray State – Saudi Arabian and Brazilian students on government-sponsored scholarships. Saudi Arabian student enrollment peaked in 2013 with 313 students. The number of Brazilian students peaked at 45 in 2015. Brazilian scholarships have been eliminated completely and the number of Saudi Arabian scholarships has been decreasing each year. As of this Fall there are no new government-sponsored Saudi Arabian scholarships. Another major challenge with regard to international recruitment is the current political climate in the United States. There is the perception that the U.S. is not as welcoming in terms of international students compared to Canada, Australia, Great Britain and New Zealand. According to the State Department, the number of student visas that have been issued to the U.S. have decreased by 17 percent compared to last year. It has been much more difficult for students to get visas to come to the United States in comparison to other countries. There has also been a significant decrease in the number of students coming from India. In 2015 Murray State had 208 students from India and this past year there were only 63. Efforts are geared toward identifying new ways to offset these decreases.

Positive initiatives include the restructuring of graduate tuition because the University was simply not competitive in this arena and was pricing itself out of the international market. The new graduate tuition model puts the University back in the game and has been very well received as it has been promoted and there will be limited positive impact for the Fall Semester. An undergraduate tuition grid that is similar to what is in place for domestic student tuition has also been created for international students. High-achieving international students can now qualify for a scholarship (based on TOEFL score and GPA) whereas in the past they could not and this is being well received in international markets. Murray State also has a number of international partner schools. If students from those schools want to attend Murray State they will receive a \$5,000 scholarship. Dr. Robertson just returned from a visit to three major universities in China and it is likely this new initiative will result in some additional international students attending Murray State this Fall.

The University currently has an opportunity to develop two significant partnerships – one with Shandong Technology and Business University and the other with Qingdao University. Shandong University is aggressively pursuing a partnership with the Murray State *Bauernfeind College of Business*, particularly related to Finance and Accounting majors. Shandong has a cohort of 150 students in the first year and 150 students in each subsequent year. Murray State would teach one-third of classes during the Summer and Winter terms and work continues to finalize the establishment of this program. Shandong University would like to have the program in place by January 2019 and Murray State is working with the Southern Association of Colleges and Schools to prepare the prospectus needed for approval to offer this partnership agreement. The Qingdao University partnership involves the *Hutson School of Agriculture* and the Equestrian Program. There will be a cohort of approximately 150 students and Murray State Professors will be sent to Qingdao University to teach classes in the summer and during the break between Fall and Spring semesters. Dr. Guangming Zou, Assistant Vice President for International Studies, has been instrumental in establishing these two programs. Both of these universities have already sent delegations to visit the Murray State campus.

In order to recruit international students to Murray State, a reliance is being placed on student testimonials, social media, direct mailing, phone calls, country-specific recruitment materials, personalized communication and the development of new videos. The University is being very aggressive in the international market to help with enrollment. A video campaign has also been developed to counter the notion that international students are not welcome in the United States. The video stresses that international students are very welcome at Murray State which has a safe environment and they are wanted here because the international mission is a very important component of the overall University Mission. A letter from Dr. Davies is also being sent to every single international student letting them know they are wanted at Murray State and that this is a welcoming and safe environment for international students.

The University has also enhanced its working relationship with agents for international students. From this point forward the application fee has been waived for international students until the application deadline and this has created some positive results. There has also been a significant increase in government-sponsored scholarships for students from Kuwait and the University has an inroad in that area. Columbia, Latin America and Mexico also represent areas for significant opportunities and great potential. The number of first-time international students is expected to be up this Fall. The conversion rate for students who have been issued an I-20 is approximately 35 percent and with the new graduate tuition model, the international scholarship grid and the partnerships which have been established it is hoped the conversion rate will increase to 40 percent or more.

Graduate Enrollment

Dr. Arant reported that a graph was included in the eBoard book which demonstrates graduate headcount enrollment since 2002. When compared to the graph presented for international students there are some parallels particularly with regard to the decrease in students from these populations in the last few years. Roughly one-half of the decline in graduate enrollment has been due to the associated decrease in international enrollment. From 2008 to 2012 graduate enrollment increased significantly as a result of the Great Recession and it is common when the economy is tough for graduate enrollment to increase. Likewise, when the economy improves graduate enrollment decreases. Other challenges are also reflected in the graph presented. The decrease in graduate enrollment began in 2014 and this is also when a couple of new market competitors increased their efforts – Western Kentucky University and the University of the Cumberlands. These two institutions began advertising a much more affordable tuition rate for graduate students targeting education disciplines. At that point the College of Education and Human Services experienced a significant decline in some of its graduate programs, representing a direct correlation. One of the hardest hit programs was Human Development and Leadership which lost 54 percent of enrollment over a three-year period starting in 2014. There were also quite a few Arabian students enrolled in the program and when those international students started leaving that added to the decline. The College of Education and Human Services was caught in the nexus of the perfect storm. They were suddenly competing with increased competition, more affordable graduate tuition pricing and the loss of international students. Indecision at the state level in terms of credentialing for teachers has also affected the decline in graduate enrollment in this area.

Dean Dave Whaley, College of Education and Human Services, reported that for quite a while the University's Teacher Leader Program has been the means by which teachers have pursued the master's degree needed to achieve Rank II status. Over the last couple of years, through legislation and Education Professional Standards Board (EPSB) changes, the master's degree requirement associated with the Teacher Leader Program has been eliminated and now what is required is a master's degree or special development opportunities. The college is rapidly revamping to determine the type of professional development opportunities that can be offered. In order to move to Rank II teachers can now strictly undertake professional development opportunities. This has resulted in a decrease in the number of teachers pursuing the master's degree through the Teacher Leader Program and instead seeking out professional development opportunities and this is causing the University a great deal of concern. Murray State was being costed out of the market in terms of competition with the University of the Cumberlands and Western Kentucky University because the cost for Teacher Leader programs and graduate tuition at those institutions was significantly less than Murray State. With the new cost structure that has now been put in place at Murray State, it is believed the University can be more competitive and will attract additional students. This week staff visited with Christian County Schools Superintendent Mary Ann Gemmill and her employees to discuss this opportunity, including reduced tuition and additional professional development opportunities, and all seemed very supportive. This information will continue to be shared with all major school districts to ensure that the message is being delivered.

The decrease in graduate tuition in education will allow the program to attract students but proactive measures are also being taken because it is known teachers respond better when courses are delivered online. More courses are now being delivered online by Murray State. The University is already delivering a number of courses in a cohort-based nature but is determining how to deliver these courses in many additional areas. A great deal of work is being undertaken in the background in an effort to reinvigorate this program. At one point this represented a fairly simple process where teachers earned their master's degree and then moved to Rank II status. Two pieces of legislation over the last two years – Senate Bill 80 and House Bill 164 – have attempted to do away with the requirements for Rank II status. This would allow a teacher, upon leaving Murray State's program, to stay as Rank III forever. The current requirement is that within five years the teacher will receive a Rank II degree but due to legislation they can now receive that status in many different ways whereas in the past there was only one way – through earning a master's degree. It has not yet been well defined in terms of what constitutes professional development opportunities for these teachers. Over the past four summers the University has already been offering a professional development opportunity for teachers. There were 1,800 teachers on campus last summer for a one-day professional development experience offered free-of-charge. They were also provided with certification once they completed the professional development exercise. Over 150 sessions were taught by the teachers, Murray State faculty and faculty from other universities and this represents the fourth year the University has hosted this event which has grown exponentially. This also presents an opportunity to make sure these teachers are aware of the reduced graduate tuition rate and other opportunities. Whether the EPSB Board will accept the certificate provided to these teachers remains unknown because it has not been well defined in terms of what constitutes professional development and this was confirmed in a recent conversation with the EPSB Executive Director. Once the definition is known the program is poised to offer professional development opportunities that will be needed. It is believed the University can be successful in this highly competitive market. In response to why teachers are not charged for the one-day professional development experience, Dr. Whaley reported this is considered a "give back" to the teachers. Currently students spend 200 hours in the public schools prior to student teaching and another seven weeks in the public schools for student teaching (total of 800 hours). There has been a belief in simultaneous renewal which means the students/teachers give to the University and the University, in turn, gives to them. This is why there has been no charge for this professional development activity to this point but consideration is being given to adding nominal charges in future years. It is believed the number of teachers taking advantage of this opportunity offered by Murray State has grown substantially because there has been no charge.

Confirmation was provided that the Teacher Leader Program is still in place where teachers can earn a master's degree but these teachers now have six other choices for earning Rank II certification. Much of the Teacher Leader Program has been converted into an online format but an increase in enrollment related to the Teacher Leader Program is not predicted. EPSB has created many options that will provide teachers with options for obtaining Rank II certification

without having to earn a master's degree. Confirmation was provided that the graduate-level market with regard to teacher education has totally changed. It also appears as though the EPSB will now be pulled under the Kentucky Board of Education and the University will answer to both entities. The decrease in graduate tuition will help but every time a faculty member supervises a student teacher that individual serves as an ambassador for the teacher education program which has resulted in a very strong reputation throughout the school districts and efforts will be geared toward continuing to build on this relationship. An advisory committee comprised of 12 Superintendents met on campus recently and discussions included how the program can provide a greater presence to teachers to help them to earn advanced degrees.

The Applied Engineering Technology Management degree has also been affected by the decline in international enrollment because it attracted a large eastern Indian population. When entrance standards were enacted many of those students were not going to be able to make it through the program and enrollment dropped significantly. Graduate enrollment in other programs across campus have declined but not as significantly as in the two programs mentioned. Other programs have experienced increases in graduate enrollment such as the *Hutson School of Agriculture*. Overall graduate enrollment averages 1,769 students but if the spike which occurred due to economic times is removed, average graduate enrollment for Murray State is 1,700 students.

Dr. King reported that in Year 2 of the Marketing Plan the goal was to target niche academic programs. The majority of those selected for this year, with input from the Deans and the Provost, were graduate programs. The goal was to identify programs that were anticipated to have a high potential for rapid growth. Work was specifically undertaken with the Master of Business Administration (MBA), the Master of Public Administration (MPA), the Telecommunications Systems Management (TSM) graduate program, the online Master's in Agriculture degree and the Doctor of Arts in English. In September 2017 the campaign started for the MBA and the others launched in January and February 2018. Each represents a unique marketing campaign because they all have very different target audiences. Traditional and non-traditional marketing efforts were utilized for these campaigns to target individuals who would be good candidates for the particular program being marketed. As of May 21, advertising efforts have generated 522 inquiries for these programs and that includes a general graduate recruitment campaign. Marketing efforts raise awareness of the programs and generate a lead and then the academic program and the Graduate Recruitment Office follow up and hopefully eventually lead individuals to the yield component. Additional information will be presented on the inquiry process at the Quarterly Meeting in June. The MBA has represented a spectacular success for the University and Dr. Joy Humphreys, Assistant Dean of the *AJBCOB*, has been able to convert almost 40 percent of leads into enrolled students and all are already looking forward to a potential cohort for the MBA in Madisonville in Spring 2019. Information on the web traffic generated from these campaigns will also be presented at the June meeting.

Matt Jones, Graduate Recruiter, reported that in the 2015-16 academic year the Graduate Recruiter attended approximately 16 recruitment events and that increased to 18 the following year. This year he has attended 46 recruitment events in Kentucky, Tennessee, Indiana, Missouri, Ohio, Illinois, Arkansas and Oklahoma. Appreciation was expressed to Dr. Arant and Dr. Bob Pervine, Associate Provost for Graduate Education and Research, who volunteered to travel to Missouri to attend recruitment fairs at Missouri State University and also Southern Methodist University. In August Mr. Jones will travel to numerous universities in Puerto Rico on a graduate program recruitment trip. Due to the storm which passed through that area the higher education infrastructure has been severely damaged. Mr. Jones also hosted four regional campus application days in Henderson, Madisonville, Hopkinsville and Paducah and 12 additional events are planned in the near future. The Center for Economic Education is hosting a summit at the *Paducah Regional Campus* and he will be present to share information with attendees about Murray State graduate programs. Discussions have also occurred with the Economic Development Center in Hopkinsville. Additional trips are planned to Hopkinsville to meet with the Federal Emergency Management Agency and Safety, Health, Environment and Risk Management organizations regarding Murray State graduate programs. Since the call to action link has been implemented on the graduate website, 190 inquiries have been received – 112 general, 37 agriculture-specific, 27 MPA-specific, 12 regarding TSM and two in reference to economic development. Every inquiry is answered within 48 hours and pertinent information is provided as requested. Phone calls will also be made to graduate students who have been admitted but have not scheduled for classes. If a student owes the University money an effort

will be made to decrease that debt to \$200 and they will then be allowed to register for classes. Confirmation was provided that the projection for graduate enrollment is 1,325 students. Dr. Arant added that due to budget cuts during the past year the College of Education and Human Services has lost a significant number of positions related to graduate programs. Initiatives which have been employed represent a start to increasing graduate enrollment but it will take time to stabilize graduate enrollment and an effort must be made to attract students into programs with sufficient resources.

Dr. Davies reported that this is also associated with a lag factor. Two years ago there was a smaller first-year graduate class and there was a larger number of graduate students in the graduating class. This upcoming academic year it is being projected that there will be more new graduate students than in the previous year. The number of students who graduated with graduate degrees this past May, as well as the returning class being smaller than the previous year, leads to the lag factor mentioned in terms of reversing this trend. It is projected that there will be a new first-year graduate student class of 436 students which represents 106 additional students over the previous year.

Dr. Arant indicated that activities are also underway to provide assistance to graduate students with a GPA that has slipped below a 3.0 to give them the necessary resources to increase their GPA in order to maintain graduate status. There are a variety of challenges with regard to graduate enrollment and efforts are underway to address those challenges. Programs which are growing are facing stiff competition from outside entities and other universities are paying more for Graduate Assistantships. The loss of the state-wide waivers could also affect some Murray State graduate programs. Faculty from other institutions in the state are currently taking courses at Murray State and the loss of the waivers could cause some challenges in this regard. Confirmation was again provided that efforts are underway to address these challenges.

During the time when the University experienced a bump in graduate enrollment, graduation rates stayed almost the same and maybe even increased a bit. The University was actually producing a lot more graduate students in the years immediately after the enrollment increase – between 100 to 150 more per year. In a small rural area such as Murray this can lead to market saturation fairly quickly and adjustments are being made accordingly. An effort is being made to enter into new markets and attract more graduate students. The College of Education and Human Services is trying to decide what needs to be done in terms of teacher education related to what qualifies a teacher to be at a certain rank and this is subject to the political winds. This will always represent a challenge and the college must be able to adjust on a moment's notice to ensure they are meeting the needs of area teachers.

Plans have been developed to stabilize graduate school enrollment. The first – the graduate tuition model – has now been approved and will be implemented for Fall 2018. As the data illustrated, the University was previously outside the margin in terms of graduate tuition in some regions, particularly for out-of-state and international students, and this made recruitment challenging but that has now been addressed. There has also been an increase in the average credit hours taken per student. The University is paid by student credit hours and the graduate student for the past few years has taken an average of six hours per semester but nine hours represents a full-time student. This means that most graduate students have been part-time and an effort is being made to encourage students to take more hours toward their degree and this will help the University financially. An effort must also be made to provide more accessible courses and degrees. Teachers have indicated courses need to be offered at times they can take them which includes after hours, on weekends and online. Undertaking this challenge will be imperative in order for the University to attract new graduate students in this area.

A Request for Proposals was released last week to partner with an online program manager which will help the University reach new markets for the University's graduate degrees. The manager will be able to help with resources and planning and will review current internal processes. They will apply their successful business model knowledge to the University's current approaches and provide recommendations on how efficiencies can be improved in terms of admissions, applications, when classes should be offered and how the academic calendar is structured. A degree inventory is also being undertaken. Current degrees are being reviewed to determine whether they remain valid. This Fall another initiative will be launched which includes a series of postsecondary education certificates which will provide a unique opportunity for teachers and some community college faculty to obtain additional certification to be

credentialed to teach in the dual credit program. New opportunities for degrees in economic development are also being explored and consideration is being given to refreshing some older degrees and this includes consolidation and refocusing in order to make them more marketable and relevant.

An effort is also being made to attract new cohorts related to international students, for the programs offered in Madisonville and Hopkinsville and in Paducah for public relations. Cohort models are being established in a number of areas to attract students who can work as a team to complete the program. This should help not only with recruitment but with retention and graduation. A number of degrees are also being reviewed for the possibility of acceleration. This includes utilizing the undergraduate experience to translate into graduate work. The students will take graduate courses while an undergraduate student and TSM is one area where this is being considered. Efforts such as this will help smooth the transition from undergraduate degrees to enrollment in graduate programs. Most graduate students at Murray State are alumni so an effort is being made to ensure the conduit is as wide as possible. With the challenges facing students coming to the United States, a number of universities are determining how to carry degree programs to those countries. For many years Murray State had a very successful MBA program in Cypress and this means the University is able to deliver masters and doctoral degrees overseas. A conscious effort is also being made to deliver classes in the format that students need. Most graduate students throughout the country will take at least one online course and Murray State has been slow entering into the online market and this process must be accelerated. A team is currently working to identify opportunities to expand the online market. When the Online Program Manager is on board these opportunities should already be identified so the process can begin seamlessly reaching new markets. Confirmation was provided that online delivery is feasible for a number of degrees and work is progressing in this regard. At this point the University offers only two fully online bachelor's degree programs. Dr. Brian Parr, Assistant Dean of the *Hutson School of Agriculture* reported that the graduate program in that school is growing by leaps and bounds and he expressed appreciation to the administration for their support. Agriculture as a whole has been a little slower to the table on distance education across the country. Murray State is still on the front end of distance offerings in Agriculture and all are very excited about the undergraduate program which is coming online. All are excited about the growth in the online graduate program and capacity is growing due to support provided by the Provost and President.

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

Budget Assumptions Based on Enrollment Projections (For Information Only)

Information presented in the eBoard book related to budget assumptions and enrollment projections included undergraduate projections based on Summer Orientation participation, graduate projections and tuition and mandatory fees estimates. Dr. Davies reminded the Board that conservative budget assumptions have been based on revenue-producing students only. In regard to undergraduate enrollment, the projection for first-time freshmen is 1,500 which represents an incremental change of 57 students over the previous year. A chart was provided for Summer Orientation sessions which represent a solid indicator of student attendance. There is normally a yield rate from this population of 98 percent although last year's was slightly lower. The Summer Orientation numbers solidify the conservative projection of a freshman class of 1,500 students.

The first-time transfer student projection is 600 which is an increase of 42 students. While retention rates are increasing, due to the decline in freshman classes since 2012, there are fewer students in junior and senior classes. A projection has been made that approximately 200 fewer undergraduate students will be retained from the previous year. This number includes students who graduate but also those who may stop out for one reason or another. This leads to a slight decline in the undergraduate population of 62 students. The new graduate student enrollment projection is 436 which is an incremental change of 106 students over last year and this projection is based on initiatives outlined earlier. Due to the decrease in new graduate students in the previous year a projection has been made that there will be 162 fewer graduate students retained. This leads to a slight decline in the graduate population of 56 students.

In terms of enrollment, student mix is critical and utilizing these projections Ms. Dudley has developed a financial model. Ms. Dudley reported that the schedule of tuition and mandatory fee

estimates for 2018-19 included in the eBoard book represents a culmination of all the various factors discussed earlier today. The budget projections which have been made are based on the change in students (incremental students). It was indicated that there will be 436 new graduate students but the incremental change is 106 above last year and that is what the projections are based upon – increases or decreases in class size. The schedule provided is also based on an undergraduate discount rate of 42 percent and a graduate discount rate of 15 percent and these discount rates were utilized to calculate net tuition.

An increase of 57 first-time freshman students has been projected and those were divided out by resident (40) and non-resident (17) students. An increase of 42 first-time transfer students has been projected and those were also divided out by resident (34) and non-resident (8) students. The continuing column represents retention or returning students and even though retention rates have improved the starting cohorts were smaller. This is why a decline of 198 full-time undergraduate students has been projected – resident (139) and non-resident (59). Other includes students who are not seeking degrees and an increase of 37 non-resident students has been projected. The total undergraduate decrease from an incremental standpoint is 62 students based on the numbers just outlined. The total graduate student incremental decrease is 56 students.

Ms. Dudley added that what is being presented today represents only one model that is being used for projection and several different scenarios were also considered. The model being presented is believed to be the most realistic given the exercises which were undertaken. The model is based on fiscal year 2019 (FY19) tuition and mandatory fee rates which have already been approved by the Board. The model is for the Fall and Spring semesters and does not take into consideration any changes for Summer school or the Winter term. Calculating gross tuition and fees it is estimated revenue will be down by \$100,000 and after discounts are applied it is estimated with this scenario that there will be an overall decrease of \$627,136. The University has maintained \$2 million in contingency funds in the FY19 budget and this has been the level maintained for some number of years. Assuming no further changes, when the Board approves the budget there will be an expenditure account of \$2 million included with no defined expenditures against this contingency. This has provided some leeway for changes whether related to enrollment or issues which may be encountered during the year. Each of the scenarios considered were within this \$2 million contingency. If the issues outlined come to fruition then the contingency would be sufficient to address those enrollment challenges. Clarification was provided that Summer school and the Winter term not being included means the University must meet its goals in these areas. For Summer I it is believed the University will be right at budget. An effort has also been made to be very conservative in terms of projections for FY19 and no growth factors have been included. The budget the Board will be asked to approve does not include any increases from a student headcount perspective.

A question was asked whether the revenue budget presented will be reduced by \$627,000 to account for the decrease mentioned earlier. Ms. Dudley reported there are two options in this regard. The first is these changes can be implemented in the budget with a corresponding change to the contingency. The second option is to retain the budget as it is with the contingency at \$2 million and not making a change to the tuition projection but monitoring the situation. If the projection materializes in the Fall, then the contingency could be utilized to cover the shortfall. The expectation is that if it becomes necessary to utilize the contingency then a commitment will have to be made to restore the contingency on a recurring basis. Identifying where those permanent adjustments would be made to restore the contingency would have to be accomplished before the beginning of the next fiscal year. The question to be determined is whether the budget is adjusted and a corresponding decrease made to the contingency or whether it is known the shortfall could occur but the contingency is in place to cover it. Dr. Davies indicated that the recommendation from the administration is to maintain the contingency fund at \$2 million within the budget based on current year enrollment. Confirmation was provided that it would be a mistake to budget reserves to offset expenditures so this is not a feasible option. The contingency fund is in place for this very reason and represents a financially prudent mechanism of offsetting recurring expenditures. In order to continue to have a balanced budget reserves should not be utilized as a means to accomplish this outcome. A budgeting process that is utilized is to have the previous year's enrollment, with associated revenue (gross and net), as a starting point. Ms. Dudley confirmed that the FY19 budget is conservative in terms of tuition revenue and the starting point was actual enrollment from last year. The FY19 tuition budget has been decreased by \$11 million due to the enrollment decline. The budget has also been increased due to the tuition rate increase but decreased to fund the new graduate tuition model.

Details will be presented in the Budget Executive Summary provided to the Board in June but projections have been very conservative (lower revenue by \$7 million net). The FY19 budget will contain an \$11.5 million decrease in gross tuition and mandatory fees.

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

On behalf of the Board of Regents, Chair Williams expressed appreciation to Dr. Davies and everyone present today for their work – including the entire academic and administrative teams – to address enrollment opportunities. He spoke with Regent Bumphus earlier this morning who expressed regret that he could not be present today. Dr. Bumphus asked Chair Williams to share with the Board that he is seeing the same phenomenon Murray State is facing at universities across the country. He wishes the Board well and believes it is on the right track.

Chair Williams stated that the Board continues its commitment to Murray State's Mission to serve the 18-county service region and to be the "University of Choice" for all students in the region who want to pursue a four-year degree or a graduate degree. The Board supports pursuing all feasible avenues to attract students to this University and ensuring they are successful. There is also support for a robust but selective international student cohort. In order to accomplish this renewed commitment the Board has the expectation that the entire academic and administrative teams will develop a comprehensive, strategic enrollment expansion plan with specific goals, tactical plans, coordinated financial and human resources, measurable metrics, timelines and assigned accountabilities. He applauds the development of the *Commission on Strategic Enrollment Management* to address the challenges and opportunities before Murray State University.

The Board will be asked to approve the FY19 budget on June 8 but all are very much anticipating hearing about the work of the *Commission* and receiving the SWOT analysis and it is believed a comprehensive preview of that work has been presented today. Everyone in this room is committed to Murray State University and making sure that its legacy and Mission continues well into the future.

Supplemental Materials

The following supplemental materials were included in the eBoard book:

- Undergraduate and Graduate Class Numbers
 - Graduation Rates
 - First-Time Freshmen and Bachelor Degrees for First-Time Freshmen
 - Undergraduate Enrollment in 18-County Service Region
 - Total Enrollment of Regional Community College and Kentucky Community and Technical College System (KCTCS) Student Total
- Kentucky Center for Education and Workforce Statistics (KCEWS) Data – 18 County
- Class Profile (2013-17)
 - Distribution of Students by Zip Code 2017
 - Distribution of Students by Zip Code US 2017
- Enrollment Management Plan – Communication Flow
- Freshman Admission Standard Changes (approved by BOR on 06/05/15)
 - Admission Standard Changes – Strategy and Process
- Freshmen Admission Requirements from Peer Universities
 - Freshmen Admission Requirements from Peer Universities Narrative
- Maguire and Associates – Brand, Price and Value Study (November 2014)
- Murray State University Scholarships
 - Dates of Distribution for Scholarship Letters
- International Academic Achievement Scholarships
 - Fact Book – Quick Facts – India
 - Fact Book – Quick Facts – Spanish
- EAB Enrollment Management Audit
 - EAB 10 Practices for Improved Yield Communications

Closed Session

Chair Williams reported that the Board would go into Closed Session, which includes lunch, and no action is anticipated to be taken by the Board following Closed Session.

Chair Williams solicited a motion for the Board to go into Closed Session pursuant to Kentucky Revised Statute 61.810(1)(f) for the purpose of discussions or hearings which might lead to the appointment, discipline or dismissal of an individual employee, member or student. Mrs. Guess so moved. Mr. Kemp seconded and the motion carried. Closed Session began at 12:36 p.m.

Reconvene

Chair Williams solicited a motion for the Board to reconvene in Open Session. Dr. Tharpe so moved. Mr. Rhoads seconded and the motion carried. Open Session began at 4:03 p.m.

Chair Williams reported that no action was taken during Closed Session.

Adjournment

There being no further business to come before the Board, Mr. Kemp moved that the Board of Regents adjourn. Mrs. Guess seconded and the motion carried. Adjournment was at 4:04 p.m.


Secretary


Chair

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