

**Minutes of the Quarterly Meeting of the Board of Regents
Friday, June 7, 2019**

Call to Order/Roll Call

The Board of Regents (BOR) of Murray State University (MSU) met on Friday, June 7, 2019, in Quarterly and Committee Session in the *Jesse Stuart Room* in Pogue Library on the main campus of Murray State University. Chair Susan Guess called the meeting to order at 8:30 a.m. and welcomed those present.

The roll was called and the following Board members were present: Eric Crigler, Katherine Farmer, Virginia Gray, Sharon Green, Susan Guess, Daniel Kemp, James T. Payne, Jerry Rhoads, Lisa Rudolph, Phil Schooley and Don Tharpe. Absent: none.

Others present were: Robert L (Bob) Jackson, 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; Robert Pervine, Associate Provost for Graduate Education and Research; Renae Duncan, Associate Provost for Undergraduate Education; Robert Miller, General Counsel; Joyce Gordon, Director of Human Resources; Jordan Smith, Director of Governmental and Institutional Relations; Michelle Saxon, Internal Auditor; Renee Fister, Director of Institutional Effectiveness and Strategic Planning; Kevin Jones, co-Director of Facilities Management; Jamie Miller, Building and Equipment Maintenance Superintendent; the Collegiate Deans and members of the faculty, staff, students, news media and visitors.

AGENDA

Quarterly Board of Regents Meeting and Committee Meetings

Roll Call

Secretary Hunt

Consent Agenda

Chair Guess/
President Jackson

- A. Minutes*
- 1) Quarterly Meeting and Committee Meetings of the Board of Regents on March 1, 2019
- 2) Special Meeting of the Board of Regents and Special Meeting of the Board of Regents Finance Committee on April 5, 2019
- B. Report of the Registrar (May 2019 Conferral of Degrees)*
- C. Enrollment Management and Student Success Committee – Recruitment Marketing/Yield Communication Report (For Information Only)
- D. Enrollment Management and Student Success Committee – Student Engagement and Success Report (For Information Only)
- E. Finance Committee – Personal Services Contracts – Schedule of Expenditures (For Information Only)
- F. Personnel Changes
 - 1) *Professor Emeritus* Designations*
 - 2) Staff Leaves of Absence without Pay*

Public Participation

Chair Guess

Board Development – Racer Athletics

Director of Athletics Saal

Report of the Chair

Chair Guess

Report of the President

President Jackson

Report of the Treasurer*

(Executive Summary and Quarterly Financial and Investment Reports)

Vice President Dudley

Committee Reports/Recommendations

- A. Marketing and Community Engagement

Regent Gray

- 1) Stamats Marketing Consulting Project Update (For Information Only)
 - 2) Naming Opportunity – *Woods Park**
- B. Academic Excellence and Scholarly Activities Regent Farmer
- 1) Online Courses/Programs Plan*
 - 2) Revised Accelerate U! Program Requirements*
 - 3) Academic Centers
 - a. Establishment of the Center for Computer and Information Technology*
 - b. Establishment of the Center for Autism Spectrum Disorders*
 - c. Realignment of the Center for Communication Disorders (For Information Only)
 - 4) New Degree Programs*
 - a. Bachelor of Arts in Culture and Language Studies
 - b. Bachelor of Arts or Bachelor of Science in Human Services
 - c. Master of Science in Cybersecurity Management
 - d. Board of Regents Teaching Excellence Awards*
 - e. 2019-20 Academic Curriculum Changes*
 - f. Academic Administrative Appointments Update (For Information Only)
- C. Athletics Regent Crigler
- 1) CFSB Center Basketball Floor Surplus Authorization (For Information Only)
 - 2) Athletic Contracts of Employment
 - a. Director of Athletics – Contract of Employment Amendment – Kevin Saal*
 - b. Assistant Men’s Basketball Coaches – Contracts of Employment Amendments – Tim Kaine, Casey Long and Shane Nichols*
 - c. Head Softball Coach – Contract of Employment Amendment – Kara Amundson*
 - d. Head Women’s Tennis Coach – Contract of Employment Amendment – Jorge Caetano*
 - e. Head Men’s Golf Coach – Contract of Employment Amendment – Eddie Hunt (For Information Only)
 - 3) Recognition of Athletics Accomplishments (For Information Only)
- 11:30 a.m. (approx.) Break/Tour
- 12:15 p.m. (approx.) Lunch – *Wells T. Lovett Grand Reading Room*, Pogue Library
- 1:15 p.m. (approx.) Reconvene
- D. Audit and Compliance Regent Tharpe
- 1) Office of Internal Audit – Internal Auditor Work Status Report (For Information Only)
 - 2) Office of Internal Audit – Miscellaneous Internal Audit Business (For Information Only)
 - 3) Office of Internal Audit – Summary of Presidential Travel Report (For Information Only)
 - 4) Murray State University Presidential Travel Procedures Review (For Information Only)
- E. Buildings and Grounds Regents Green and Schooley
- 1) Disposition of Structure – 1604 Miller Avenue*
 - 2) Disposition of Structure – 1606 Miller Avenue*
 - 3) Curris Center Thoroughbred Room Program Statement*
 - 4) Luckett and Farley Housing Plan Update (For Information Only)
 - 5) Deferred Maintenance/Summer Projects Update (For Information Only)
- F. Enrollment Management and Student Success Regents Rudolph and Payne
- 1) *President’s Commission on Admission Requirements, Waivers and Scholarships* Final Report Presentation (For Information Only) and Revised Freshmen Admission Requirements Recommendation*
 - 2) Final Spring 2019 Enrollment Report, Summer 2019 Enrollment Update and Preliminary Fall 2019 Enrollment Report (For Information Only)
 - 3) MyMajors Update Report (For Information Only)
 - 4) Student Health Services Update Report (For Information Only)
- G. Finance Regent Kemp
- 1) 2019-20 University Budget Executive Summary, Summary Budget and Salary Roster*
 - 2) Non-Resident Tuition Model Revisions*

- 3) Kentucky Employees Retirement System Contingency Plan*
- 4) Outsourcing Options Authorization*
- 5) Authorization for Issuance of General Receipts Refunding Bonds, 2019 Series A (refunding of 2009 Series A)*
- 6) CFSB Center Basketball Floor Surplus Authorization*
- 7) Hematology Analyzer Surplus Authorization*
- 8) Projects Approved by the Board of Regents Chair*
- 9) Personal Services Contracts*

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

NOTE: Full Board action will follow Committee action.

9. Policy Changes President Jackson
 - A. *Board of Regents Policy Manual Section 1.1 – Bylaws of the Board of Regents – Addition of Section G**
 - B. *Faculty Handbook Revisions**
10. Personnel Changes Chair Guess/President Jackson
 - A. Contract of Employment Amendment – President Robert L Jackson*
 - B. Faculty Sabbatical Leave Postponement – Dr. Maeve McCarthy*
 - C. Reaffirmation of General Counsel Appointment – Robert L. Miller*
 - D. Reaffirmation of Internal Auditor Appointment – Michelle Saxon*
11. 2019-20 Faculty Promotion Recommendations* President Jackson
12. 2019-20 Faculty Tenure Recommendations* President Jackson
13. Resolutions of Appreciation Chair Guess/
Vice Chair Rudolph
 - A. Retiring Faculty and Staff*
 - B. Susan S. Guess*
 - C. Katherine Farmer*
 - D. James T. Payne*
14. Board Organizational Materials Chair Guess
 - A. 2019-20 Board of Regents Meeting Dates*
 - B. 2019-20 Election of Officers*
15. Supplemental Materials (For Information Only) President Jackson
 - A. Contract of Employment Amendment – Head Men’s Basketball Coach – Matt McMahon
 - B. Quarterly Risk Management Report
 - C. Quarterly Status Report – Campus Major Projects Update
 - D. “Good News” Report – March 2019
 - E. Quarterly Branding, Marketing and Communication Report – January – March 2019
 - F. Sponsored Programs – Grants and Contracts Report
 - G. Advancing Women in the Sciences – Revised 2017 Survey Results
 - H. Strategic Plan Update
 - Strategic Plan – Spring 2019
 - Strategic Plan Dashboard
 - Strategic Plan Measures Update
 - I. Peak Sports Agreement and Addendum
 - J. 2019 Staff Perspective Survey
16. Other Business
17. Adjournment

(*Requires Board of Regents Action)

Consent Agenda Items, approved/accepted

Chair Guess reported the following action and “For Information Only” items were included on the Consent Agenda for approval/acceptance (action items denoted with an asterisk):

- Board of Regents Minutes*
 - Quarterly Meeting and Committee Meetings of the Board of Regents on March 1, 2019
 - Special Meeting of the Board of Regents and Special Meeting of the Board of Regents Finance Committee on April 5, 2019
- Report of the Registrar (May 2019 Conferral of Degrees)*
- Enrollment Management and Student Success Committee – Recruitment Marketing/Yield Communication Report (For Information Only)
- Enrollment Management and Student Success Committee – Student Engagement and Success Report (For Information Only)
- Finance Committee – Personal Services Contracts – Schedule of Expenditures (For Information Only)
- Personnel Changes*
 - *Professor Emeritus* Designations

According to the *Murray State Bulletin*, the rank of *Professor Emeritus* is assigned to Assistant Professors, Associate Professors or Professors who have limited or terminated their responsibilities as ranked faculty members after ten or more years of distinguished service to the University. Faculty being recommended for the honorary title of *Professor Emeritus* effective July 1, 2019, include:

Debbie Bell	English and Philosophy	Assistant Professor
Randal Black	Music	Professor
David Brasfield	Economics and Finance	Professor
Judy Brookhiser	Community Leadership and Human Services	Associate Professor
Ogden Brown	English and Philosophy	Professor
Renee Campoy	Adolescent, Career and Special Education	Professor
Joseph DeBella	Adolescent, Career and Special Education	Associate Professor
Terry Derting	Biological Sciences	Professor
Jacqueline Hansen	Early Childhood and Elementary Education	Professor
Marcia Hobbs	School of Nursing and Health Professions	Professor
James McCoy	Economics and Finance	Distinguished Prof.
Sandra Miles	Management, Marketing and Business Admin.	Professor
Martin Milkman	Economics and Finance	Professor
William Mulligan	History	Professor
Masaru Okuda	Institute of Engineering	Associate Professor
Helen Roulston	English and Philosophy	Associate Professor
Steven Schneiderman	Institute of Engineering	Associate Professor
Meenu Singh	Computer Science and Information Systems	Associate Professor

These appointments have the support of the Provost and Vice President for Academic Affairs.

- Staff Leaves of Absence without Pay

Murray State offers a variety of excused staff leaves without pay such as family medical leave, military leave, educational leave, a personal leave or a general leave of absence. Conditions and requirements of the specific types of leaves are defined in the Board-approved *Personnel Policies and Procedures Manual*. Staff Leaves of Absence without Pay that have been processed as of May 13, 2019, are listed below:

<u>Name</u>	<u>Department</u>	<u>Effective Date</u>
Jessica Adkins	University Parking	02/20/2019-03/08/2019
Rebecca Billington	University Libraries	11/30/2018
		02/28/2019
Patricia DePriest	KATE Appropriation	01/02/2019-05/30/2019*
Matthew Farris	Facilities Management	02/08/2019
		02/11/2019-02/15/2019
		03/04/2019-03/06/2019

		03/08/2019-03/09/2019
Cannon Ferguson	Facilities Management	01/11/2019-01/12/2019
Michaela Garrett	Facilities Management	03/13/2019-03/14/2019
Christopher Hawkins	Facilities Management	01/28/2019-02/04/2019
Glenda Holbrook	Facilities Management	01/15/2019-02/22/2019
Christian Imus	Facilities Management	11/28/2019
Stevie McClure	Facilities Management	10/08/2018-10/16/2018
James Parham	Facilities Management	01/22/2019-01/24/2019
John Posey	Facilities Management	11/28/2018-12/01/2018
Eric Rich	KATE Appropriation	03/05/2019-12/13/2019*
Wade Stenquist	Facilities Management	09/13/2018-09/14/2018
		09/18/2018-09/19/2018
Charles Thomas	Facilities Management	01/02/2019-03/01/2019
Jennifer Young	Office of Recruitment	01/28/2019

*Intermittent Leave

No Regents asked for any items to be removed from the Consent Agenda.

Mr. Payne moved that the Board of Regents, upon the recommendation of the President of the University, approve/accept the items on the Consent Agenda as submitted. Mrs. Rudolph seconded and the motion carried unanimously.

(See Attachment #1)

Public Participation

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

Chair Guess introduced Dr. Melony Shemberger who will begin her term as Faculty Regent on July 1, 2019, and welcomed her to the Board. Dr. Shemberger indicated she is excited to serve.

Board Development – Racer Athletics (For Information Only)

Chair Guess expressed appreciation to Athletic Director Kevin Saal and stated she is impressed by how much he has already elevated the Athletics Program and his commitment to the athletes and Coaches. Dr. Jackson added that Mr. Saal was appointed as Athletic Director on March 1, 2019, and has hit the ground running. Mr. Saal indicated that all the credit goes to the Coaches and Athletics Program staff and reported the following:

- The Women's Basketball Program, under the direction of Head Coach Rechelle Turner, won seven of the last ten games to end the season and finished 6th in the league after a pre-season 12th pick by Coaches. Player Macey Turley was named Freshman of the Year (first since 2015; 4th overall in the history of the program) and was a seven-time Freshman of the Week.
- The Women's Indoor Track and Field Program finished in second place in the Ohio Valley Conference (OVC) and Coach Adam Kiesler was introduced and recognized. In that competition the team entered the final day down 21.5 points but was able to take the lead before the relays. There were three individual OVC Champion Awards, two for Tamdra Lawrence – one in the 60-meter and one in the 200-meter races and one for Hilary McAdam in the 800-meter competition.
- The Baseball Program, under the direction of Coach Dan Skirka in his first year at Murray State, won the first five OVC series of the season, including against #1 Jacksonville State and #2 Austin Peay. The Program had its best record in the OVC since 2010 and achieved a #5 OVC Tournament seed, also the best since 2010. Coach Skirka is the first rookie Coach to win 20 games in his first season and he joins Hall of Fame Coach Johnny Reagan as one of two to win a game in their first OVC post-season tournament.
- The Men's Golf Program had a third-place finish in the OVC Tournament and player Avery Edwards finished 5th, the first OVC All-Tournament finisher since 2013. The team had their best round since 2012 at the OVC Tournament with combined score of 860 – Coach Eddie Hunt's best 54-hole scoring event in his 18-season career.
- The Softball Program, under the direction of Coach Kara Amundson and her staff, has continually progressed and improved. The team had a 16-6 record in the OVC, the best in program history. They tied for 2nd place in the final standings, after being picked 9th and earned a #4 seed in the OVC Tournament (one game out of first place). Mid-way through the season player Hannah James threw the first seven-inning perfect game in history and was named OVC Freshman of the Year (second

ever in the history of the program). The team Grade Point Average (GPA) was 3.62 in the Spring, with six student-athletes having a 4.0 Fall GPA.

- The Tennis Program, under the direction of Coach Jorge Caetano, finished 3rd in the OVC with a 6-2 record. Murray State is 14-3 at *Bennie Purcell Courts* in the last two seasons. In Fall and Spring four of ten student athletes achieved a 4.0 GPA.
- The Football Program, under the direction of Coach Mitch Stewart, was pre-season pick #8 in the league and finished 4th with a 5-3 OVC record, the best since 2011. The program also had a 4-0 OVC start, the best since 1997. There was an upset over #19 Southeast Missouri State with the team overcoming a 31-7 deficit at half-time. There were five 1st Team All-OVC selections (most since 2002) and Quincy Williams was the program's highest National Football League draft pick (3rd round, 98th overall). The Football Program also achieved a 2.94 Spring 2019 GPA and Malik Hunneycutt was named 1st Team All-America Kick Returner.
- The Soccer Program won the OVC Championship and Coach Matt Lodge was introduced and recognized. The team also participated in the National Collegiate Athletic Association (NCAA) Tournament and has won the OVC Tournament or regular season for four consecutive years. Miyah Watford was named All-OVC 1st Team, Abby Jones was named OVC Freshman of the Year and Alex Steigerwald was named OVC Tournament Most Valuable Player (MVP). Four Soccer student-athletes earned a 4.0 GPA.
- The Volleyball Program, under the direction of Coach David Schwepker, won the OVC Tournament and participated in NCAA competition. The team finished 2nd in the OVC regular season with the 16-match winning streak that tied the school record. They are OVC Tournament champions for the third time in five years and have won the OVC regular-season tournament for four consecutive years. Rachel Giustino was named OVC Tournament Most Valuable Player and Becca Fernandez was named OVC Defensive Player of the Year. Three athletes were All-OVC First Team selections.
- The Cross Country Program, under the direction of Coach Adam Kiesler, had three student-athletes finish a combined 40 spots better in the OVC Championship than in previous years and both the men's and women's teams were honored as NCAA Division I All-Academic by the U.S. Track and Field Cross Country Coaches Association. Coach Kiesler was introduced and recognized.
- The Outdoor Track and Field Program, under the direction of Coach Kiesler, won the OVC Championship and participated in NCAA competition. The team earned Pole Vault Gold, Heptathlon Gold, 100-Meter Gold, 200-Meter Gold, 800-Meter Gold and Shot Put Gold. The team brought home the first OVC Track and Field Championship in 27 years and Coach Kiesler was named OVC Coach of the Year in his second season as Head Coach at Murray State.
- The Rifle Program won the OVC Championship and participated in NCAA competition. Coach Alan Lollar was introduced and recognized. The team earned the fourth consecutive OVC Championship (14th in program history) and Coach Lollar was named OVC Coach of the Year (7th in program history). The program finished fourth at the NCAA Championships. Barbara Schlapfer was named Collegiate Rifle Coaches Association Rifle Athlete of the Year and 1st Team All-America with the highest smallbore average in the nation, 3rd best air rifle and best aggregate average nationally. MacKenzie Martin was named 2nd Team All-America and Meike Drewell was an Elite-90 Award winner. Coach Lollar was presented with the Distinguished College Coach Award and Senior Associate Athletic Director Matt Kelly, the administrator for the program, received the Outstanding Service to Collegiate Shooting Sports Award.
- The Women's Golf Program won the OVC Championship and participated in the NCAA Championship and Coach Velvet Milkman was introduced and recognized. The team earned its third consecutive OVC Golf Championship and during the last day of the tournament expanded a five-shot lead into a 20-shot victory. Anna Moore was the ninth OVC Medalist winner in Murray State history. Player Linette Holmslykke was named OVC Golfer of the Year and as an individual finished second (by one shot) at the Auburn Regional after firing a 7-under 65. She is the first female in OVC history to qualify and place in the NCAA Championship finals where she finished 54th nationally in a field of 132 players. Coach Milkman was named OVC Coach of the Year, winning her 12th OVC title in 26 years and third three-peat – the most OVC titles of any Coach in Murray State history.
- Coach Matt McMahon was introduced and recognized. The Men's Basketball Program is the two-time OVC Champion this year (regular season and tournament) and participated in the NCAA Tournament for a second consecutive year. Additional accomplishments include:
 - 28 wins marked the 10th time in 94 seasons with more than 25 wins
 - OVC regular-season champions for the 26th time
 - OVC Tournament champions for the 16th time
 - 4th NCAA Tournament win (largest margin of victory) in program history
 - Shaq Buchanan named OVC Defensive Player of the Year
 - Coach McMahon's last two seasons combined 32-4 OVC record
 - Ranked #29 in final Associated Press Poll
 - Ranked #5 nationally in scoring margin (#5 in 2017-18)
 - Back-to-back seasons with ten road wins
 - Record aggregate home attendance with two single-game records
 - Record OVC Tournament attendance with two single-game records (semi-finals and finals in Evansville, Indiana)

- \$277 million in media exposure for Murray State University from November 1, 2018, to March 21, 2019)
- Ja Morant is the highest decorated player in the history of the Murray State Men's Basketball Program with the following achievements:
 - Consensus All-America (first since 1971)
 - OVC Player of the Year (Murray State's 15th)
 - OVC Tournament Most Valuable Player
 - Murray State Career Assists Leader (532 in 46 fewer games)
 - 331 assists set Murray State and OVC single-season record (6th best in NCAA history)
 - 808 points set Murray State single-season record
 - Three "triple doubles," including 9th in NCAA Tournament history
 - First player since 1982 to average 20 points and ten assists in a season
 - OVC Male Student-Athlete of the Year
 - Anticipated Top National Basketball Association Draft Pick (June 20, 2019)
- The Athletic Program received the Ohio Valley Conference Commissioner's Cup for the first time in ten years. The program received 128 total points which is a record in the history of the Commissioner's Cup, as well as seven OVC Championships which tied a record from the early 1990s. As of the release this week, the program was #90 in the national Learfield Director's Cup standing out of 347 Division I athletics programs in the country. There was a total of 350 student-athletes who maintained at least a 3.13 Spring 2019 GPA for the 30th consecutive semester. Two Elite-90 Awards were received which marks Murray State as the fourth institution nationally to receive multiple Elite-90 Awards (Stanford, Maryland and Baylor).
- A video was shown highlighting Athletics Program accomplishments over the past season.
- An evaluation of staff and the current organizational structure has been undertaken to determine how Athletics can best meet the needs of student-athletes and coaches while maximizing efficiency and effectiveness while doing more with less. A three-column structure will be maintained by rebranding previous internal and external divisions as Resources and Operations and Student-Athlete Services. All are also excited about new initiatives such as "The Racers Roadshow." Basketball jerseys were presented to Regents Guess, Farmer and Payne and the number on those jerseys indicated their year of graduation from Murray State or the current year – 2019.

Mr. Crigler expressed appreciation to Mr. Saal and his team as well as to the Coaches and players for a phenomenal year. He also thanked Coach Milkman who provided interim leadership for the Department of Athletics. Mr. Rhoads reported that as Chair of the Director of Athletics Search Committee he takes great pride in the excellent hire that was made and everyone has been impressed with how Mr. Saal has not focused on just one sport but the entire Athletics Program. All sports are equally important to him and the University has a bright future in this regard. Appreciation was expressed to members of the Director of Athletics Search Committee.

Mr. Saal reported work is also underway to initiate a comprehensive facilities master planning process. In June 2019 the University and the Athletics Department will initiate a per diem contract with architects to execute a five-month comprehensive facility master planning study of all athletic facilities in order to develop recommendations, visual collateral and a pathway for future enhancements/fundraising. The plan is to be able to provide a detailed progress update to the Board in Fall 2019. Work is also underway to develop a Strategic Plan for Athletics that will commence alongside the University's overarching Strategic Plan. The comprehensive Athletics Strategic Plan will focus on "The Racer Way" in terms of core values, the student-athlete experience and broad-based competitive excellence.

Chair Guess indicated the value of the lessons that result from teamwork cannot be overstated and is what leads to true success. The contribution the Athletics Program makes to the University is immense in terms of excitement and energy and is an extremely effective recruiting tool.

Report of the Chair

Dr. Jackson reported he was the Keynote Speaker at the Paducah Chamber of Commerce "Power in Partnership" breakfast yesterday and during that event Chair Guess was recognized by her community and received a standing ovation. She is beloved in her community and appreciation was expressed for her service to the Murray State Board of Regents.

Chair Guess read the following statement aloud:

"We all know how important our words are. And one of my favorite words is collaboration.

To borrow from the literary leaders here at my Alma Mater, “no man is an island.” We achieve great things in life because we seek the conscientious and capable collaboration of those we know can join us on our path to success.

So today, I leave you with the greatest gratitude for your professional and personal collaboration during my tenure on this Board as we have sought to lead and represent this unique University.

I know you join me in not only being grateful for those of us sitting around the table, but to all of those who came before us and brought us to this place in time. We can only truly grasp this experience of individual service by building on the experience of those who have previously filled the seats we now occupy.

As Regents of a University that holds such a special place in our hearts, we have found ourselves on opposing sides of issues at times this year but it brought together varied opinions and areas of expertise to bear on the difficult decisions that are often necessary. And though we may not have always agreed on the ultimate outcome, I know with certainty that we always agreed on the reason for our debates and that was to do what we each felt was best for this University. I also think that challenging one another and the choices before us have generally taken us to the best results. It has been an honor to serve with each of you. Every person on this Board taught me something important and helped me grow in many and varied ways.

I will miss all of you. Murray State University has been a part of my story and my life for more than 35 years. The faculty and staff at this University gave me my professional start in life. They helped me find my way, my passions and have helped me to build a life and it has been a good one.

It is hard to believe my daughter was just seven years old when I joined the Board. She does not remember a life before Murray State. And it is because of her that I chose not to seek reappointment. She didn’t ask me to step aside. In fact, this Board has taught her many lessons about leadership, community service, personal integrity and diligence in standing up for yourself and the organizations you serve. Craig, Morgan and I – we formed a whole new family here. While we will be just down the road, we are going to take a step back in order to take advantage of Morgan’s last two years at home before she leaves for college.

But I do not want to leave without expressing my gratitude to this Board, Dr. Jackson, Jill Hunt and to the Deans and the faculty and staff of this truly wonderful place. It has been great to meet and get to know and work with a new generation of Murray State faculty and staff who have that same passion and commitment to students I found when I arrived here in the Fall of 1983.

What will I miss the most? Recruiting students because that has been so much fun and Dr. Robertson will always be my hero. I have a new appreciation for the role of our Enrollment Management team. It takes a lot of time and dedication to turn a high school student into a Racer but there is nothing more satisfying than helping a student realize they can earn a college degree and build their own dreams.

Often the measure of success for a job well done is “Did you leave the place better than you found it?” I think we can all agree that we left this year better than we found it. The rest we will leave to history and there will always be those with their own opinions. While we face many challenges, we have many, so many, reasons to celebrate and we heard many of those this morning but this is true across all areas of this University. I believe momentum is on our side.

I believe in all of you and I look forward to seeing what all of you do going forward. I know there will be a lot to celebrate at the August meeting as a result of what has been undertaken this year. Thank you to all of you.”

Chair Guess received a standing ovation for her comments.

Report of the President

Dr. Jackson expressed appreciation to Chair Guess for her leadership and to the entire Board. Much work has been undertaken this year and the Board has played a key role.

Dr. Jackson provided a PowerPoint presentation with the following highlights:

- Appreciation was expressed to Regents Guess, Payne and Farmer for their service to this Board. Serving on this Board is hard duty, especially in this day and age in public higher education.
- Appreciation was expressed to the Board, the administration, faculty, staff, faculty leadership, staff leadership and students. He appreciates their involvement, support and work over the past eleven months. This represented a transition year that was busy and tough and appreciation was expressed to Ms. Hunt who had to learn his schedule and work style quickly. This has been a very busy year and the President's Office, along with other offices on campus, does not have a large number of staff. Appreciation was expressed for Ms. Hunt's hard work and service as well as to Mr. Smith; Missy Nesbitt, Executive Assistant to the President and student workers in the office for their contributions to the University.
- At the August Retreat discussion occurred regarding enhanced marketing efforts related to student recruitment marketing and yield marketing which are so important to this institution. This work also includes broad-based image marketing – things the University has not been doing well over the past several years – and determining how to enhance this work. The University retained Stamats in Fall 2018 to assist in this effort and the results of their work will be presented. Appreciation was expressed to Shawn Touney, Director of Branding, Marketing and Communication and his team who have worked harder diligently and with less staff than in previous years.
- Recruitment and retention efforts have included increased high school and community college visits and implementation of the Road Scholars Program. More high school students have also been brought to campus than has been the case over the last few years because the number one determinant of turning a recruit into an enrolled student is a campus visit. The University has also received national retention and campus safety awards. Appreciation was expressed to those who are working behind the scenes to make these honors happen. Murray State is the only institution in Kentucky and the multi-state region that has rolled out MyMajors.com – a recruiting, enrollment, retention and completion initiative. Research shows that one-half of all entering students at any college or university are undecided in terms of their major and the University needs to help students in this area because it will speed up completion and reduce costs.
- The University has entered into an agreement with Sodexo to provide Racer Dining services. The transition has gone very well and Chick-fil-A, Einstein Bros. Bagels, Starbucks and Steak 'n Shake are on the horizon. Offering such choices helps with student recruitment and retention. Students visiting campus are already commenting on these improvements and the Student Government Association has also recognized the importance of such initiatives.
- The Curris Center is a student center first and foremost and improvements are underway to enhance the facility and improve the parking lot. It is imperative that the Curris Center be viewed as the student center because it is the first building students enter on recruitment visits as well as frequent after they become Racers.
- The changes previously implemented in relation to Student Health Services have represented a major area of concern across campus among faculty, staff and students. In response, an innovative approach to providing student health services is currently being vetted and it is believed all constituencies will be pleased.
- Last Fall the Board approved a Strategic Enrollment Plan which included a recommendation related to tuition rate simplification. Stamats immediately identified the number of tuition rates currently in existence at Murray State and concurred that the process needs to be simplified for student recruitment and retention purposes. The proposed new tuition model will be presented for Board approval later today. Information will also be presented about new scholarship programs and opportunities as well as new academic programs, centers and initiatives that are part of the Plan. Recommendations made by the *President's Commission on Admission Requirements, Waivers and Scholarships* which has been led by Dean Tim Todd, *Arthur J. Bauernfeind College of Business (AJBCOB)*, will also be presented. The Board will be asked to assist the University by approving an investment in new online programs/courses and necessary enhancements to allow for future growth in this arena. It is believed such initiatives will pay great dividends moving forward. Two *Regional Campus Advisory Councils* at the University's regional campuses have been implemented and the remaining two will be formed soon. These advisory councils provide the University with additional advice and input from the communities served in those areas.
- Woods Hall has now been razed and the Board will be asked to consider the *Woods Park* naming opportunity in this regard.
- A housing review is being undertaken and future plans in terms of how to address needs in this area will be discussed. Appreciation was expressed to Chair Guess and Vice Chair Rudolph because they stressed the importance of undertaking a housing review for recruitment and retention purposes.
- Detailed plans related to campus deferred maintenance will also be presented. Appreciation was expressed to Regent Tharpe for leading the discussion in this area which has led to the development of a new, detailed approach to deferred maintenance. As part of the overall plan, a number of summer projects will be undertaken. At the last meeting the Board approved implementation of an Asset Preservation Fee and appreciation was expressed to Regents Kemp and Tharpe for their leadership in this area. These funds will be set aside to address deferred maintenance needs. For the

future, the Asset Preservation Fee is a bondable stream of income and plans on how the University can begin to catch up on deferred maintenance needs will be presented.

- Appreciation was expressed to faculty and staff who are the core of this high-quality institution. They are student-centered and work hard each and every day and a listing of faculty award recipients was presented. Retirees were recognized a few weeks ago and together these individuals have provided over 500 years of service to the University. Dr. Helen Roulston, Associate Professor of English, who has served Murray State for 55 years was highlighted as an example of an individual devoted to this institution. Distinguished Professor Stephen Lacewell, Professor of Economics and Finance and Director, Center for Banking and Finance and Daniel Wann, Professor of Psychology, were also highlighted. Dr. Crystal Coel, Senior Instructor of Organizational Communication and Director of Forensics, *AJBCOB*, coaches the University's Speech and Debate Team and there is no one who has more enthusiasm and Dr. Coel and her team recently won a national award. Dr. Coel also serves as the Residential College Head for Elizabeth College. She is like many other faculty members who are doing two or three jobs to keep this University as special as it has been for nearly 100 years.
- Appreciation was expressed to Tina Bernot, Executive Director of Development, and her team. At June 3, 2019, nearly \$7 million has been raised (up 75 percent over last year). The University is on track for the best year in five years with 13,000 gifts from 5,000 unique donors. \$4.2 million has been raised for scholarships and focus must be maintained in this area. One of the largest scholarship endowments – the Hatley Estate – provided \$2.5 million for engineering and technology programs and this will benefit these students for many years to come. Private funds are more important today than ten years ago and in the days ahead will become even more important.
- Congratulations was again expressed to Racer Athletics on receiving the Ohio Valley Conference Commissioner's Cup. Every aspect of an institution is impacted by athletics and it has been a historic year for Racer Athletics.
- A detailed budget will be presented to the Board for approval. This represents a solid budget with excellent plans and strategic investments which must be made at Murray State. Appreciation was expressed to Finance Committee Chair Kemp who has spent a great deal of time and effort in this area as well as to Ms. Dudley and her team who have spent thousands of hours working on the budget being presented. The budget includes a \$3.8 million expense reduction, new investment for online programs, 1 percent cost-of-living raise and implementation of the third phase of the \$10.10 plan, \$1 million more in deferred maintenance funds, 1 percent undergraduate tuition increase, no graduate tuition increase and reduced online graduate fees and the implementation of the Asset Preservation Fee. Appreciation was expressed to Regents Schooley and Farmer for their persistence related to the \$10.10 plan as well as to members of the Budget Advisory Council comprised of students (including Regent Payne), faculty and staff leadership.
- The University still faces many challenges, especially the state pension system. Murray State does not have the luxury of waiting to see what will happen in a Special Legislative Session related to the pension bill. The University supports comprehensive reform in this area but the institution's system must be restructured to address Kentucky Employee Retirement System (KERS) employees because this represents a multi-million dollar challenge which is also true for most universities in Kentucky. The University has a fiduciary responsibility to employees to ensure the KERS is healthy and the institution does not continue to place individuals in a system that is only 13 percent funded.
- Performance funding continues to be a challenge for the University and this will be addressed further with the Council on Postsecondary Education (CPE). The Performance Funding Model is particularly challenging for smaller institutions and must be reformed. Morehead State, Murray State and Kentucky State are not benefitting from the current model and the Board has passed a Resolution to support the University's position in this regard.
- All must also continue to have a laser-like focus on recruitment and all other areas. Much has been accomplished this year by the entire Recruitment and Admissions teams, under the direction of Dr. Robertson.
- Deferred maintenance will remain a continued challenge but plans are being implemented to continue addressing needs in this area into the future.
- At the August or September Board of Regents Retreat and Quarterly Meeting a great deal of planning work will be undertaken but Dr. Jackson and the administration also want to hear from this Board in terms of the University's perceived strengths and weaknesses and opportunities and threats and this can be accomplished through a SWOT analysis. A determination must be made in terms of where the University wants to go and how it should get there. This Board providing direction and vision for the President and the administration will represent a key component of such work.
- Continued consideration will be given to degree programs and growth opportunities as well as campus and student life enhancements.
- The institution will also undertake a new strategic planning process to help develop the "road map" for the next five years. Work undertaken at the Board Retreat will help direct the strategic planning process so there is a clear and concise direction for the future.
- Recruitment opportunities and enhancements will continue to be made and deferred maintenance plans will be addressed to move this work forward. Housing plans are also being developed and additional information will be provided to the Board in this regard.
- Ways to address faculty and staff compensation moving into the future are also being vetted.

- A planning committee will be formed to assist with the Centennial Celebration and many opportunities exist in this area. Coupled with a Centennial Celebration will be the next comprehensive Capital Campaign. The University must focus on what it will do over the next several years to increase efforts to raise private funds.

Chair Guess indicated these are all good signs the University is better off than it was one year ago.

Report of the Treasurer, accepted

Ms. Dudley reported the following:

- The third quarter financial statements as of March 31, 2019, were included in the eBoard book. There are three months remaining in the fiscal year and during that time many additional transactions will be made.
- As of this report date, tuition and fee revenues through Spring 2019 are nearing final amounts. Revenues for Summer I are not yet confirmed but have been estimated in the information provided. Projections show the University is better than where it started in the Fall. At that time, it was projected revenues would be down \$4.2 million.
- Spring enrollments are currently at 90 percent of Fall numbers and this is also true in terms of revenues – resulting in 2 percent more than the differential between Fall 2017 and Fall 2018.
- Summer I tuition and fee revenues will be short of early net projections (includes scholarship awards and discounts) by approximately \$200,000. As enrollment changes, these figures also change. Budget not expended due to enrollment changes has helped the University with its net tuition number.
- The current year-end shortfall in the Education and General (E&G) Fund tuition and fees is estimated to be \$2.1 million as of the end of March. This shortfall would be covered with the contingency that remains in the budget. Expenditures have been made by departments from carryover dollars due to the budget situation. Those carryover dollars are being spent this year but the revenues for those were generated in a prior year and this could result in a shortfall in the E&G Fund.
- Pension adjustments represent the largest impact to the change in net position and those numbers continue to be estimated in the financial statements at this time. Last year there was a positive reverse in pension numbers but it cannot be assumed that will occur again. KERS has completed its audit but the Kentucky Teachers' Retirement System has not and once those numbers are completed that information can be provided to the Board.
- The University's contract with Sodexo started on December 15, 2018, effective for all Spring 2019 dining revenues. As of this report date, in response to changes resulting from this contract, the University is reporting a gain of \$750,000 from Sodexo operations but total revenues and expenditures are decreasing. The University no longer has the base of this revenue or the expenditures on its financial statements. This means the University only sees what it is receiving back percentage wise from Sodexo. There will be continued declines in total revenues and expenditures but not necessarily declines in the change in net assets or position.
- The net gain for residence hall operations is approximately \$1.3 million, down \$1 million from this same time last year due to the revenue differentials resulting from the room rate change for students no longer able to live in JH Richmond Hall. It is expected the University will recover these revenues next year and that budget recovery is included in the budget presented to the Board for approval.

Mr. Kemp reported that with regard to the financial statements the University is performing better than expected. Expenses have been reduced and the shortfall will not be as large as expected – \$4.5 million versus \$2.1 million (for which there is a contingency in place to cover). Under the circumstances, this represents a good financial picture and the contract with Sodexo is working well and benefitting the University as hoped. If freshmen class enrollment can be increased this Fall, the financial picture will begin to look even better. Appreciation was expressed to President Jackson, Ms. Dudley and the Deans because this budget cycle has truly represented a team effort. Chair Guess added in terms of whether the University is better off today than it was at the beginning of the year, this is yet another indication that is true.

Mr. Kemp moved that the Board of Regents, upon the recommendation of the President of the University, accept the quarterly unaudited Financial and Investment Reports for the period of July 1, 2018, through March 31, 2019, as presented. Dr. Tharpe seconded and the motion carried unanimously.

(See Attachment #2)

Adjournment

The Board adjourned for a break beginning at 9:45 a.m.

Reconvene

Chair Guess reconvened the Quarterly Board of Regents Meeting and Committee Meetings at 10:05 a.m.

Committee Reports/Recommendations

Marketing and Community Engagement Committee

Virginia Gray – Chair
Sharon Green
Susan Guess
James T. Payne

Mrs. Gray called the Marketing and Community Engagement Committee to order at 10:05 a.m. and reported all other members were present.

Stamats Marketing Consulting Project Update (For Information Only), received

Mr. Touney expressed appreciation to his entire team for their effort, collaboration, counsel and the quality of their work. The unit has worked with nearly every department and unit on campus to continue to prioritize recruitment and enrollment. Greg Carroll, Stamats Senior Associate, was introduced and has helped lead the core group the University has worked with over the past five months. He has more than 40 years of public relations and marketing experience in higher education and has worked with both public and private institutions. Mr. Carroll has been the main lead, particularly with the branding portion of the Stamats project. Several deliverables and key recommendations and findings were developed as part of this project and process. These recommendations and findings will require continued effort and collaboration with multiple units on campus, in conjunction with the Office of Branding, Marketing and Communication. The Stamats project has represented a very brand direction inclusive process.

Mr. Touney and Mr. Carroll highlighted the following:

- In terms of deliverables, all work has been rooted in recruitment and marketing enhancements for sustainable enrollment growth and this represented a key component of the Request for Proposals (RFP) process. There was a need for a holistic assessment of the University focused on enhancing recruitment, retention and overall institutional awareness of its brand. This included an assessment of academic programs in terms of future programs that would assist with enrollment growth.
- Communication maps were another key deliverable resulting from this process and these represent a sequence of recommended communications to enhance yield from high school, Racer Academy, minority and transfer student populations.
- Confirmation was provided that Stamats studied Murray State's competition in the region very carefully, including materials sent out and when, how they talk about themselves, how their website works and social media tools being utilized. A review of selected schools outside the region that represent good competitors was also undertaken as part of the brand audit process. The resulting communications maps and Brand Communications Plan will assist the University in the months ahead.
- The academic programs assessment undertaken was data driven and reviewed current academic program offerings, industry trends and demands and new academic programs the University might want to consider have been suggested as a result of this work. The brand audit represented a review of Murray State in the marketplace utilizing a holistic approach based on a great deal of data. Information provided included the efforts of the Branding, Marketing and Communication unit, the marketing strategy and how advertising dollars are currently allocated.
- Key recommendations and findings include that a stronger and more tactical web presence is needed. The website is the foundational point for a great deal of the University's marketing and communications efforts, as well as fact-finding location for consumers. Stamats reviewed the University's web presence and identified key areas where improvements can be made. The University currently has over 3,000 web pages and many of these are part of the front-line advertising for the institution. The Web Management team is aware this is a key area of focus in terms of recruitment and the websites need to be at the five-star level, especially financial services components. Work will continue to enhance these websites and includes a new, robust and dynamic academic programs website that is now searchable. This website has received a significant number of visitors since it was first introduced last August. Summer Orientation pages have also been updated on the website and have experienced a significant amount of traffic over the past few months. These key areas will be maintained as priorities moving forward.
- As a general practice, Stamats runs two different studies related to an institution's web presence. The first is called "Teens Talk" which is a comprehensive study of what students are looking for when

they consider an institution. They also conduct a “Parents Talk” study and all components are then related back to the University’s website. If the website does not work well, fast and is not seamless, parents and students will move on to the next institution they are considering. Students and their parents are looking at five to ten institutions at one time and if a University is making it difficult for them to find the information they need easily and quickly they will move on to an institution where this information is more readily available. In most families the mother or guardian serves as the adviser and the father will likely be responsible for paying the cost of attendance. Any university must please both the parents and the student at the same time. The University’s web presence will continue to be a priority and recommendations have been made in terms of where investments may be needed. This includes making the web presence more holistic and focused, yet simple to navigate.

- A bolder, focused and more invocative brand and a simplified tuition and fee structure were additional key recommendations that would be particularly impactful not only for recruiters but in terms of being able to market information more effectively. It should be easy for families to calculate the cost of attendance and it is difficult to quantify the significance of this component in a prospective parent’s mind.
- Additional focus must also be placed on key resources available to students – such as the Career Services Office – which prepares them for a career post-graduation through career opportunities, outcomes, internships and other initiatives. More and more people are asking what the return on investment will be for their time and money invested at Murray State and what their son or daughter will be able to do to position themselves into a long-lasting, fruitful and fulfilling career. There are many data points related to Career Services already a reality at Murray State that can be leveraged through marketing, such as the number of employers who visit campus, available internship opportunities and the percentage of graduates who find employment within one year of graduation. There is room for improvement with regard to the University telling its story in this area and this can, in part, be accomplished by reaching out to recent graduates who are in successful positions as a result of resources provided to them by Murray State. At many institutions the career services and admissions offices are coming together because under this model when students visit campus they are immediately able to see positive career outcomes within a reasonable amount of time following graduation and parents are looking for this as well to ensure their money is being spent wisely. The University must be able to show what these outcomes are for Murray State students.
- Confirmation was provided that Murray State will be able to compare its data to that of other institutions and work in this regard is continuing because it must be built into the admission process and the website. Murray State must do a better job of highlighting positive alumni and student stories and outcomes and be more intentional about keeping statistics fresh, such as how long it takes a student to secure a job after leaving Murray State or whether students are choosing to pursue graduate education. Students and parents are looking for this information when they visit a website. Murray State provides this information but it is not presented in a way that is readily available. Confirmation was provided that the full audit contains additional recommendations the University should consider in this regard. The actual recommendation from the brand audit is that “Today’s students and parents are looking toward career outcomes, the primary opportunity they are looking for from their college education.” Work will continue with the Office of Institutional Effectiveness to identify metrics and data points that represent good front-line marketing pieces that can be leveraged.
- In response to whether there is one location where parents and students can be directed to see the value proposition associated with attending Murray State, it was indicated the value proposition is how individuals talk about their experience at Murray State and how they were able to make connections through internships, externships and other means. Murray State must have information readily available on its website that is presented in a clear and concise manner because it is known this is what parents and students are expecting. It must also be clear that students are relaying their own experiences and this information is not being driven by the institution. It was suggested that a slideshow be prepared that can be shown to prospective students and their parents as Regents are recruiting for Murray State. Mr. Touney indicated the recent 30-second television commercial is fast paced and numbers driven and is focused on the high quality, high value proposition of Murray State. Confirmation was provided that work is currently underway to produce other promotional videos and determine when they need to be released to produce the most impact in terms of brand building but this will not occur overnight.
- In terms of academic programs, Murray State must be able to better convey how these programs are delivered, when and where and the course matrix. A significant number of students want to know how many courses they have to take and in what sequence in order to graduate. Providing them with this flight plan in terms of academic offerings and the enhancement of online programs and courses will be beneficial.
- Overall, the Brand Audit was positive in terms of the University’s current social media presence that resonates with multiple demographics through LinkedIn, Instagram, Facebook and Twitter. The University must continue to accentuate its presence on LinkedIn and Instagram, in particular, because there are approximately 44,000 individuals accessing the University through LinkedIn and utilizing this particular platform to promote career outcomes and networking opportunities is key.
- Confirmation was provided that the University is undertaking a more aggressive and targeted approach related to social media and digital advertising. Traditional advertising remains an important component of the overall marketing plan but digital advertising allows for a more targeted approach

and the University's Web Manager recently completed a certification process in this regard. As an example, a Google advertising campaign for the Registered Nurse to Bachelor of Science in Nursing program was recently completed and within one week 16 prospective students requested additional information. The return on investment in this area can be significant. From a yield standpoint, targeted social media advertisements have been developed for the various student populations depending on where these individuals are in the enrollment process. The digital landscape is certainly one area where continued investments will need to be made but because parents are also being targeted traditional advertising continues to have value.

- Confirmation was provided that communications mapping was undertaken by Stamats which provided information related to return on investment from traditional versus digital advertising. This will help guide the University into the future in terms of where it needs to go to accomplish what it wants to do. What the University is already doing in terms of social media was most impressive to Stamats because it was far and above better than almost any other institution reviewed. This is critical because social media is one of the most important elements for prospective students. The University can continue to make investments in this area because it is where students are seeking information.
- It was stated that in the past the regional campuses have been advertising separately from the University and the question was asked whether they have now been brought into the communications map. Confirmation was provided that work has been undertaken strategically over the past year with the regional campuses to identify initiatives which need to be highlighted and there has been much more collaboration in this regard. It is important for advertising for the regional campuses to be reflective of Murray State and work will continue in this area to ensure uniformity. Dr. Jackson reported that in the past there have been different advertising funding pools for the various campuses but this process has deliberately brought everyone together in terms of initiatives to produce a concise plan with one approach to all advertising and this will serve the University well moving forward. A Brand Workshop was also held last month to stress the importance of having one plan for the entire University moving forward.
- An additional deliverable from Stamats that resulted from this process was an Academic Programs Opportunities Assessment which was very much rooted in data based on industry trends and forecasting. Considerations related to sustainable enrollment growth that could provide opportunities for the University were included related to multiple disciplines at both the graduate and undergraduate levels. Confirmation was provided that a review of programs which have run their course and should be discontinued or reconfigured will be initiated as part of this process and will involve the CPE. Confirmation was provided that new programs which have been recommended have already been approved, others are included on the Board agenda for action later today and additional new programs continue to be vetted to determine feasibility. Dr. Jackson added that this process included looking at student demand, parent and student inquiries and what other institutions are doing. Stamats utilized a national database to review this information and then narrowed the search by geography, particularly for Tennessee and Kentucky. A great deal of this data parallels so for many of the recommendations presented the findings resulted from where the students are looking and what programs they are looking for in terms of majors. Stamats then reviewed programs the University already had in place to determine whether particular programs needed to be offered. It is positive that the University was already moving toward some of the recommendations presented. There are some fields on a national and regional basis that the University has a natural inclination to offer but Murray State must determine how to develop, provide support for and broadly market those programs and in many cases this work was already underway. Public Health and Cybersecurity are the top two national and regional programs in the national database and the University is positioned well to offer these programs and advance them more broadly than what is being done with current programming. Confirmation was provided that the database is keyed in to what a program is called on a national basis instead of the names of majors being developed by a university because students may not necessarily be searching for a major by the title chosen by different institutions (cybersecurity versus telecommunications systems management). The names of majors being proposed resonate with students and parents and are the ones the national database tracks. Confirmation was provided that a continuous review to identify majors that require a name change, programs that should be suspended and new programs that should be offered is being undertaken. In order to suspend or discontinue a program, the University has an obligation with its accrediting agencies to teach out that program for currently-enrolled students.
- Stamats reviewed initiatives the University has undertaken since August from a yield standpoint. Many departments across campus are working with the Office of Enrollment Management to send out a series of sequenced communications to engage and move admitted students to enrolled status. These initiatives include print and social media advertisements and text messaging to provide a continuous communications flow. A new website for admitted students has been created which includes the video shown to the Board at a previous meeting outlining the steps students need to take to become enrolled at Murray State. This represents a positive initiative and has been very well received. Stamats has provided communication strategies that build on the yield strategy to continue to be more proactive and target specific areas such as the *Racer Academy* (dual credit) through a very specific marketing and communications plan. The University will continue to strategically grow its Yield Marketing Plan.

- One final recommendation made by Stamats is to continue to maintain key data in order to leverage that information in the University's overall marketing and communications plan. The Office of Institutional Effectiveness has developed a centralized spreadsheet to maintain specific retention data, points of pride and rankings and utilizing those in a strategic manner in all marketing and communication efforts to increase enrollment will be key.
- Stamats has challenged the University to refine and develop a brand that is bold, aspirational, unique and will enhance recruitment and enrollment efforts. This has also represented a collaborative process based on research and testing and soliciting feedback with the different campus units. Since the Brand Audit has been conducted, several meetings with the Branding, Marketing and Communication team and others have occurred to look at the brand direction Stamats is proposing. The BMC team has worked with the Student Affairs and Enrollment Management offices to solicit feedback regarding the proposed brand. Focus groups were held in April for current Murray State students and high school students to determine what it means to them to be a Racer and what is important in their college decision. A campus session was also held in April to provide an update on the Brand Audit and the direction Stamats is recommending in terms of brand identity. A one-day Brand Communication Workshop was also offered and this past Monday an Open House attracted approximately 80 faculty, staff and student attendees to review and provide feedback on creative concepts related to webpages and print and social media designs which have been developed. Campus buy-in and unification are key as this process unfolds.
- Stamats has stressed the importance of the University's brand being organic. The brand cannot be supplanted by the institution, it has to "be" the institution. Part of the Racer concept is the brand promise and the pillars are those things Stamats discovered listening to the various University constituencies, including faculty, staff, students, alumni and others. The end result is a promise the University makes to students who attend Murray State, supported by pillars that actually comprise the brand and represent what the University stands for. Brand character represents words that need to be used in all the University undertakes because these words support everything else – engaged, empowered, inspired, determined, doers, creators and leaders. These are words that need to be continuously used in all marketing and advertising campaigns as well as in conversations with prospective students and their families. The end result will be something the University actually made because it's who the University really is and if that is truly who you are, then this cohesion will come together over time. Once the promise, the pillars and the brand character come together the tagline will eventually fall into place. Murray State has what is needed to move forward. As recruiters talk to students they should be doing so in a very unique but common way and this will begin to resonate with prospective students and their parents – which is the overall goal of this work as it continues to evolve over time. Additional brand concept testing opportunities will be undertaken over the summer with the Commonwealth Honors Academy, TRiO Programs and Summer Orientation sessions to solicit additional feedback.
- The Racer centering idea was presented and is being utilized in a much more strategic, compelling and unified manner. The idea focuses on Racer movement – purposeful movement to a meaningful end – to get ahead and be successful. From a marketing and recruitment standpoint the Racer centering idea holds a great deal of promise. Several examples were shown to the Board and feedback was encouraged. Whether the Racer centering idea will work with academics, athletics, students, families and alumni will be determined as the testing process continues. This concept will be utilized as part of the Centennial celebration and the University's next comprehensive Capital Campaign. Confirmation was provided that a Brand Committee will be formed to educate campus on how to correctly utilize the brand and a brand toolkit will also be developed to help establish the buy-in needed for the University. Stamats has emphasized that everyone in the BMC office now needs to become an educator and help individuals understand how to appropriately use the brand and facilitate needed changes moving forward.

Chair Guess thanked Mr. Touney and Mr. Carroll for a comprehensive report and indicated it is the responsibility of all University constituencies to bring the brand to life and ensure students and their families have the experience they have been promised when they come to the Murray State. There is nothing more important than word of mouth and if a student comes to Murray State and has the experience promised they will attract other students as well. Appreciation was expressed for the work of all in this regard. The University is much better off than it was one year ago in terms of marketing efforts.

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

Naming Opportunity – Woods Park, approved

Mrs. Bernot reported that Murray State University is currently in the process of preparing Woods Hall to be razed. It is recommended that the green space which will remain following the razing of Woods Hall be preserved for the future and the site renamed *Woods Park* in honor of Dr. Ralph H. Woods, Murray State's 5th President, as well as the longest serving President in the

University's history (1945-68). In order to help preserve a park-type setting once Woods Hall is razed, every effort will be made to protect as many of the mature trees that are situated on this site as possible. This green space site would represent the only location on campus that honors Dr. Woods and his long and distinguished legacy at Murray State University.

On behalf of the Marketing and Community Engagement Committee, Dr. Tharpe moved that the Board of Regents, upon the recommendation of the President of the University and the Committee on Naming of Campus Facilities, Programs and Activities, approve renaming the razed area of the Woods Hall site at Murray State University, *Woods Park*, in honor of Dr. Ralph H. Woods, Murray State University's 5th President. Ms. Green seconded and the motion carried.

Full Board Action – Naming Opportunity – Woods Park, approved

On behalf of the Marketing and Community Engagement Committee, Mrs. Gray moved that the Board of Regents, upon the recommendation of the President of the University and the Committee on Naming of Campus Facilities, Programs and Activities, approve renaming the razed area of the Woods Hall site at Murray State University, *Woods Park*, in honor of Dr. Ralph H. Woods, Murray State University's 5th President. Mr. Kemp seconded and the motion carried unanimously.

Mrs. Bernot indicated that Carrie McGinnis, Director of Alumni Relations, and her staff will be coordinating the sale of bricks and blocks from Woods Hall and communication in this regard will be released within the next couple of weeks.

Mrs. Bernot reported that the President, Director of Athletics, MSU Foundation President and many other faculty, staff and students are preparing to embark on the Racers Roadshow tour in July. This represents a collaborative, multiple-unit tour with nine events being held throughout the region. A postcard was provided outlining each event which will result in an evening of fun and opportunities for networking. Scholarship and other prize giveaways will also be offered. The same postcard provided to the Board will be sent to current and prospective students and their families, as well as over 30,000 alumni and donors, inviting them to attend these Racers Roadshow events and Board members were encouraged to attend.

Chair Guess expressed appreciation to Regent Gray for her leadership of the Marketing and Community Engagement Committee over the past year. Chair Guess and Regent Tharpe attended the Association of Governing Boards (AGB) National Conference on Trusteeship and one issue discussed was whether a Board should have members who did not actually attend the university. AGB suggests that at least 20 percent of Board membership should include individuals who did not attend the university as these individuals can bring a unique perspective because they do not have the same emotional connection as alumni and can help push the institution forward.

Adjournment

The Marketing and Community Engagement Committee adjourned at 11:05 a.m.

Academic Excellence and Scholarly Activities Committee

Katherine Farmer – Chair
Virginia Gray
Lisa Rudolph

Ms. Farmer called the Academic Excellence and Scholarly Activities Committee to order at 11:05 a.m. and reported all other members were present.

Dr. Arant expressed appreciation to Dr. Marcia Hobbs, Dean of the School of Nursing and Health Professions, who is retiring. Also recognized was Dr. Renae Duncan, Associate Provost for Undergraduate Education, who has done amazing things for Murray State and will be returning to the faculty ranks in the Fall Semester. He recently attended a conference where institutional dedication to student success was recognized and Murray State was one of the top two universities. A recent CPE report also ranked Murray State among the highest regional institutions in the state in terms of first-year retention and graduation rates.

Online Courses/Programs Plan, approved

Dr. Arant reported approval of a one-time investment of up to \$1.2 million in the University's online courses/programs plan is being requested. These monies will be utilized to invest in growing and accelerating online efforts. The University already has an online presence but as Stamats has rightly indicated, it is not as strong as it should be. The Provost's Office will reallocate up to \$2.1 million toward investing in enhancing the University's online efforts. A budget for this work was included in the eBoard book but was also presented to the Board in April. The only change is that after the job audit was conducted for the Program Director, the salary originally listed for the position was reduced from \$85,000 to \$80,000. In order to keep the overall total budget the same, the \$5,000 difference has been added to the marketing budget for online courses/programs initiatives. This represents an investment that will have a good return not only in the short-term but also moving forward.

On behalf of the Academic Excellence and Scholarly Activities Committee, Mrs. Gray moved that the Board of Regents, upon the recommendation of the President of the University, approve utilizing Academic Affairs web fee revenues – in an amount not to exceed \$2.1 million – in order to launch new Murray State University online courses/programs initiatives as per the budget provided. Mrs. Rudolph seconded and the motion carried.

Full Board Action – Online Courses/Programs Plan, approved

On behalf of the Academic Excellence and Scholarly Activities Committee, Ms. Farmer moved that the Board of Regents, upon the recommendation of the President of the University, approve utilizing Academic Affairs web fee revenues – in an amount not to exceed \$2.1 million – in order to launch new Murray State University online courses/programs initiatives as per the attached budget. Mrs. Rudolph seconded and the roll was called with the following voting: Mr. Crigler, yes; Ms. Farmer, yes; Mrs. Gray, yes; Ms. Green, yes; Mr. Kemp, yes; Mr. Payne, yes; Mr. Rhoads, yes; Mrs. Rudolph, yes; Mr. Schooley, yes; Dr. Tharpe, yes and Mrs. Guess, yes. The motion carried unanimously.

(See Attachment #3)

Revised Accelerate U! Program Requirements, approved

Dr. Arant reported that the Accelerate U! Program started in Fall 2018 and it has become apparent the associated residency requirement needs to be revised. The recommendation being made to the Board is to remove the residency requirement for the Accelerate U! Program.

On behalf of the Academic Excellence and Scholarly Activities Committee, Mrs. Rudolph moved that the Board of Regents, upon the recommendation of the President of the University, approve the removal of the residency requirement for the Accelerate U! Program. Mrs. Gray seconded and the motion carried.

Full Board Action – Revised Accelerate U! Program Requirements, approved

On behalf of the Academic Excellence and Scholarly Activities Committee, Ms. Farmer moved that the Board of Regents, upon the recommendation of the President of the University, approve the removal of the residency requirement for the Accelerate U! Program. Mr. Kemp seconded and the roll was called with the following voting: Mr. Crigler, yes; Ms. Farmer, yes; Mrs. Gray, yes; Ms. Green, yes; Mr. Kemp, yes; Mr. Payne, yes; Mr. Rhoads, yes; Mrs. Rudolph, yes; Mr. Schooley, yes; Dr. Tharpe, yes and Mrs. Guess, yes. The motion carried unanimously.

Academic Centers

Establishment of the Center for Computer and Information Technology, approved

Dr. Arant reported that the establishment of the Center for Computer and Information Technology is being recommended to the Board for approval. This new Center will take the place of the current Center for Telecommunications Systems Management (TSM) which was originally established as Murray State's *Program of Distinction*. The Program has evolved to point where change is warranted, although the TSM Program has served the institution well. The desire for programs such as Cybersecurity and Network and Database Management has grown

and there is an opportunity to expand the umbrella into a larger number of computer and technology-related fields such as sensory sciences and computer engineering. The Center will become an administrative organization for a new computer and meta-major at Murray State and will oversee a common first year for most, if not all, computer and technology majors. An intensive advisory program for the majors will be offered to ensure academic and career choice support throughout the student's academic tenure. The meta-major blends courses and career service opportunities so students can make purposeful decisions on the field or area in which they would like to study. As this possibility was being discussed, it was discovered that the University's computer and technology programs were actually competing against each other. The focus of this new Center will be to enhance computer and technology studies in western Kentucky and the region. The fields within this Center will represent in-demand majors for decades to come. This idea has been shared with district leaders who have reacted positively because it will better connect students to industry. As part of this initiative a conscious effort was made to address both academic and student issues as well as student life issues such as eSports, generating clubs and entering into intramural competitions not only for the college but for the high schools by hosting different gaming events. Confirmation was provided that Calloway County, Murray City and Graves County schools already have eSports teams in place but do not necessarily have a location to host events. It was also indicated that this Center will specifically begin addressing increasing enrollment of underrepresented minorities and women in computer and technology fields. One of the primary driving forces for the name of the Center was to ensure it overlapped those being used by community college partners. It is hoped these students will be able to transfer directly to Murray State and dual credit opportunities will also be offered.

Dr. Jackson reported that in the 1997 higher education reform process, the Center for Telecommunications Systems Management became the University's *Program of Distinction* and appropriated monies are tied to it accordingly. A letter from the CPE was included in the eBoard materials where that entity has reviewed and approved the name change. Confirmation was provided that the TSM Advisory Board unanimously supported making this change.

On behalf of the Academic Excellence and Scholarly Activities Committee, Mrs. Gray moved that the Board of Regents, upon the recommendation of the President of the University, approve the establishment of the Center for Computer and Information Technology. Mrs. Rudolph seconded and the motion carried.

Full Board Action – Establishment of the Center for Computer and Information Technology, approved

On behalf of the Academic Excellence and Scholarly Activities Committee, Ms. Farmer moved that the Board of Regents, upon the recommendation of the President of the University, approve the establishment of the Center for Computer and Information Technology. Ms. Green seconded and the roll was called with the following voting: Mr. Crigler, yes; Ms. Farmer, yes; Mrs. Gray, yes; Ms. Green, yes; Mr. Kemp, yes; Mr. Payne, yes; Mr. Rhoads, yes; Mrs. Rudolph, yes; Mr. Schooley, yes; Dr. Tharpe, yes and Mrs. Guess, yes. The motion carried unanimously.

(See Attachment #4)

Establishment of the Center for Autism Spectrum Disorders, approved

Dr. Arant reported that a recommendation is being made to offer a new service to the community through the establishment of the Center for Autism Spectrum Disorders (ASD). The need is great for this service. The Center will be housed within the College of Education and Human Services and will provide psychological evaluations to the community under the direction of Dr. Mardis Dunham, Professor and Dr. Sean Simons, Assistant Professor, both in the Department of Educational Studies, Leadership and Counseling. The intent is to offer these services not only to the Murray community but throughout the region. Dr. Simons reported that in conjunction with the MSU Assessment Center housed within the same college, the new Center will be able to provide timely, affordable Autism Spectrum Disorder evaluations, parent training for families and direct therapy for children with ASD. The wait list for these services is currently very long and can cost \$500 even with insurance. The Center would provide these comprehensive assessment services at a cost of \$250 but also offered will be a sliding scale for families earning below the federal poverty level. Formalization of the Center will help those involved to further

advocate that the University is specializing in these services. There is also a desire to provide support services to parents and schools through training workshops and one day even more direct care with children. Any fees collected for services will go toward Graduate Assistantships which, in turn, lead into coursework and further a student's graduate education. This Center represents a primary example of the University Quality Enhancement Plan by offering experiential learning opportunities.

On behalf of the Academic Excellence and Scholarly Activities Committee, Mrs. Rudolph moved that the Board of Regents, upon the recommendation of the President of the University, approve the establishment of the Center for Autism Spectrum Disorders to be housed in the College of Education and Human Services at Murray State University. Mrs. Gray seconded and the motion carried.

Full Board Action – Establishment of the Center for Autism Spectrum Disorders, approved

On behalf of the Academic Excellence and Scholarly Activities Committee, Ms. Farmer moved that the Board of Regents, upon the recommendation of the President of the University, approve the establishment of the Center for Autism Spectrum Disorders to be housed in the College of Education and Human Services at Murray State University. Mrs. Rudolph seconded and the roll was called with the following voting: Mr. Crigler, yes; Ms. Farmer, yes; Mrs. Gray, yes; Ms. Green, yes; Mr. Kemp, yes; Mr. Payne, yes; Mr. Rhoads, yes; Mrs. Rudolph, yes; Mr. Schooley, yes; Dr. Tharpe, yes and Mrs. Guess, yes. The motion carried unanimously.

Realignment of the Center for Communication Disorders, report received

Dr. Arant reported Academic Affairs and the Dean of the College of Education and Human Services have recommended that the Center for Communication Disorders be realigned under the Department of Adolescent, Career and Special Education within the college, effective July 1, 2019. This recommendation represents an effort to reduce administrative costs and no changes are being made in terms of academic offerings or the Center's focus.

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

New Degree Programs

Bachelor of Arts in Culture and Language Studies, approved

Dr. Arant reported that the Bachelor of Arts in Culture and Language Studies is being proposed in response to the increasing demand for instruction and a mastery of the ability to navigate language and culture in a rapidly expanding global society. This recommendation results from not only a philosophical need to offer these courses and opportunities to students but there is also a practical implication in that the University suspended both its French and German programs last year. This represents an effort to maintain educational quality with less resources. The degree will be offered through a contraction of the budget while still allowing the University to offer the educational experience in French, Chinese and German at this time. This degree will also be adaptable to other languages as needed. The focus is being shifted more to culture than has been the case in the past. The cultural aspect of this degree will be important not only to the country but as Kentucky adds additional international companies there will be a need for individuals who are skilled in navigating the cultural aspects of new countries and ideas coming into the state. The job demand for individuals skilled in these areas is strong, especially at the national level. Confirmation was provided that this new degree program will enhance recruiting efforts as there are several programs in the area and across the county eliminating or significantly reducing language programs due to budget cuts and those markets present opportunity. It was also indicated this program was not on the suggested degree listing provided by Stamats but was under development before that work began.

The Bachelor of Arts in Culture and Language Studies Program will be housed in the Department of Global Languages and Theatre Arts in the College of Humanities and Fine Arts. The program will be delivered through face-to-face instruction. A market study will be conducted to determine whether an online market for the program would also be feasible. The goal of the Culture and Language Studies Program is to provide competency in both the language and culture that define the countries where a targeted language is spoken. This

program provides instruction in oral and written foreign language competency, study abroad and interdisciplinary studies.

On behalf of the Academic Excellence and Scholarly Activities Committee, Mrs. Gray moved that the Board of Regents, upon the recommendation of the President of the University, approve the proposal for a new degree program: Bachelor of Arts in Culture and Language Studies. Mrs. Rudolph seconded and the motion carried.

Full Board Action – Bachelor of Arts in Culture and Language Studies, approved

On behalf of the Academic Excellence and Scholarly Activities Committee, Ms. Farmer moved that the Board of Regents, upon the recommendation of the President of the University, approve the proposal for a new degree program: Bachelor of Arts in Culture and Language Studies. Dr. Tharpe seconded and the roll was called with the following voting: Mr. Crigler, yes; Ms. Farmer, yes; Mrs. Gray, yes; Ms. Green, yes; Mr. Kemp, yes; Mr. Payne, yes; Mr. Rhoads, yes; Mrs. Rudolph, yes; Mr. Schooley, yes; Dr. Tharpe, yes and Mrs. Guess, yes. The motion carried unanimously.

(See Attachments #5 - #7)

Bachelor of Arts or Bachelor of Science in Human Services, approved

Dr. Arant reported that the Bachelor of Arts or Bachelor of Science in Human Services will be housed in the Department of Educational Studies, Leadership and Counseling (ELC) in the College of Education and Human Services. The program primarily targets adult learners who have finished some courses toward a bachelor's degree but have not reached completion. The potential job growth in human services professions is one of the primary drivers behind this recommendation. Due to the contraction of some academic programs, resources have been released which will allow attention to be focused on teaching this opportunity. Discussions are already occurring in Madisonville regarding offering this program as a complete degree for students at that location. The adult learner market is one that has presented some challenges for the University and it is hoped this new degree program will help improve efforts with this population and enable the University to recruit students it would not traditionally be able to attract. Rich collaboration with community college partners is expected, along with a transfer degree that can be marketed to new adult populations in the region as well as in St. Louis, Missouri and Nashville, Tennessee.

Dean Dave Whaley, College of Education and Human Services, introduced Dr. Justin Brogan, Assistant Professor of ELC, who is the designer and author of this program. Dr. Brogan reported that many treatment facilities require employees to have a bachelor's degree in human services. The current Bachelor of Integrated Studies in Human Services degree is ineligible as an approved degree under Medicare/Medicaid standards in Kentucky. Madisonville Community College faculty are currently referring their Associate of Arts in Human Services students to the University of the Cumberlands.

The bachelor's degree in Human Services will be a 120-credit hour, fully online degree. In addition to the University requirements, the program will require 36 credit hours in Human Services (included in the 120-credit hour program requirement). The proposed program includes a supervised internship experience to apply learned principles and prepare graduates for a career in Human Services. The courses will be offered through a Learning Management System and will include synchronous and asynchronous assignments. The program objectives and curriculum have been developed to meet the Council for Standards in Human Services Education accreditation requirements.

An online undergraduate degree in human services will reach an audience not currently served in western Kentucky. The degree program serves as a bridge for bachelor's degree completion for students at the MSU regional campuses, as well as students transferring from the Kentucky Community and Technical College System. The Human Services degree program is also designed to provide a re-entry point for prior non-completers. The program will serve as a bridge for students from remote locations within western Kentucky to an array of the University's strongest Human Services programs for the purpose of entry into the workforce. This population includes community college graduates seeking degree options, military veterans

and students who do not have the financial resources to attend school in a campus-college setting. This program will provide an opportunity for students from diverse backgrounds to have access to an educational opportunity not offered in their home community.

On behalf of the Academic Excellence and Scholarly Activities Committee, Mrs. Rudolph moved that the Board of Regents, upon the recommendation of the President of the University, approve the proposal for a new degree program: Bachelor of Arts or Bachelor of Science in Human Services. Mrs. Gray seconded and the motion carried.

Full Board Action – Bachelor of Arts or Bachelor of Science in Human Services, approved

On behalf of the Academic Excellence and Scholarly Activities Committee, Ms. Farmer moved that the Board of Regents, upon the recommendation of the President of the University, approve the proposal for a new degree program: Bachelor of Arts or Bachelor of Science in Human Services. Mrs. Rudolph seconded and the roll was called with the following voting: Mr. Crigler, yes; Ms. Farmer, yes; Mrs. Gray, yes; Ms. Green, yes; Mr. Kemp, yes; Mr. Payne, yes; Mr. Rhoads, yes; Mrs. Rudolph, yes; Mr. Schooley, yes; Dr. Tharpe, yes and Mrs. Guess, yes. The motion carried unanimously.

(See Attachment #8)

Master of Science in Cybersecurity Management, approved

Confirmation was provided that the Master of Science in Cybersecurity Management Program will be presented to an initial screening committee at the Council on Postsecondary Education next week and should be presented to the full CPE Board on June 28. Many components and courses associated with this program already exist at Murray State so the master's degree would be able to be moved forward rather quickly.

Dr. Arant reported the Master of Science in Cybersecurity Management combines cybersecurity technology with management and leadership training and skills. Inevitably, in a burgeoning field competent leadership that can come in and take control of an operation will be needed. The goal of this degree program is to produce competent individuals who can lead national and international companies. Statistical information was provided in the eBoard book concerning the need for this type of degree program. Confirmation was provided that the Master of Science in Cybersecurity Management will eventually replace the Master of Science in TSM. The new degree program will be housed in the Department of Computer Science and Information Systems in the *Arthur J. Bauernfeind College of Business* and will be offered through both online and face-to-face instruction.

On behalf of the Academic Excellence and Scholarly Activities Committee, Mrs. Gray moved that the Board of Regents, upon the recommendation of the President of the University, approve the proposal for a new degree program: Master of Science in Cybersecurity Management. Mrs. Rudolph seconded and the motion carried.

Full Board Action – Master of Science in Cybersecurity Management, approved

On behalf of the Academic Excellence and Scholarly Activities Committee, Ms. Farmer moved that the Board of Regents, upon the recommendation of the President of the University, approve the proposal for a new degree program: Master of Science in Cybersecurity Management. Mr. Schooley seconded and the roll was called with the following voting: Mr. Crigler, yes; Ms. Farmer, yes; Mrs. Gray, yes; Ms. Green, yes; Mr. Kemp, yes; Mr. Payne, yes; Mr. Rhoads, yes; Mrs. Rudolph, yes; Mr. Schooley, yes; Dr. Tharpe, yes and Mrs. Guess, yes. The motion carried unanimously.

(See Attachment #9)

Board of Regents Teaching Excellence Awards, approved

Dr. Arant reported that the Board of Regents Teaching Excellence Awards were established in 1985 to honor faculty deserving of recognition as exemplary teachers. The recipients of these awards show a strong commitment to excellence in the classroom, an enthusiasm for their discipline and a sincere interest in the growth and well-being of students.

On behalf of the Academic Excellence and Scholarly Activities Committee, Mrs. Rudolph moved that the Board of Regents, upon the recommendation of the President of the University, approve the following faculty as Regents Teaching Excellence Awardees for 2019:

- ♦ Crystal Coel *Arthur J. Bauernfeind College of Business*
- ♦ Katherine Hancock College of Education and Human Services
- ♦ Michael Bordieri College of Humanities and Fine Arts
- ♦ Aaron Irvin College of Humanities and Fine Arts
- ♦ Yousif Abulhassan *Jesse D. Jones College of Science, Engineering and Technology*
- ♦ Michelle Casey *Jesse D. Jones College of Science, Engineering and Technology*
- ♦ Kathy Stanczyk School of Nursing and Health Professions
- ♦ Jeff Henry University Libraries

Mrs. Gray seconded and the motion carried.

Full Board Action – Board of Regents Teaching Excellence Awards, approved

On behalf of the Academic Excellence and Scholarly Activities Committee, Ms. Farmer moved that the Board of Regents, upon the recommendation of the President of the University, approve the following faculty as Regents Teaching Excellence Awardees for 2019:

- ♦ Crystal Coel *Arthur J. Bauernfeind College of Business*
- ♦ Katherine Hancock College of Education and Human Services
- ♦ Michael Bordieri College of Humanities and Fine Arts
- ♦ Aaron Irvin College of Humanities and Fine Arts
- ♦ Yousif Abulhassan *Jesse D. Jones College of Science, Engineering and Technology*
- ♦ Michelle Casey *Jesse D. Jones College of Science, Engineering and Technology*
- ♦ Kathy Stanczyk School of Nursing and Health Professions
- ♦ Jeff Henry University Libraries

Mr. Kemp seconded and the motion carried unanimously.

2019-20 Academic Curriculum Changes, approved

Dr. Arant reported that the Board was provided with information on new certificates to be offered online and through traditional instruction that have been approved by the Academic Council during the 2018-19 academic year, effective Fall 2019. This was presented as an informational item only and required no Board action.

Also included in the recommendation were new minors which have been approved by the Academic Council during the 2018-19 academic year, effective Fall 2019 and the deletion of the minor in Gerontology. A minor includes courses already offered within a major but offering the specific minor can enhance a student's employability by enhancing their portfolio. These recommendations have the approval of the Provost and Vice President for Academic Affairs and require Board approval.

On behalf of the Academic Excellence and Scholarly Activities Committee, Mrs. Gray moved that the Board of Regents, upon the recommendation of the President of the University, approve the academic curriculum changes related to academic minor additions and one academic minor deletion as presented. Mrs. Rudolph seconded and the motion carried.

Full Board Action – 2019-20 Academic Curriculum Changes, approved

On behalf of the Academic Excellence and Scholarly Activities Committee, Ms. Farmer moved that the Board of Regents, upon the recommendation of the President of the University, approve the academic changes related to academic minor additions and one academic minor deletion as listed below:

As an informational item for the Board of Regents, the following certificates to be offered online and through traditional instruction have been approved by the Academic Council during the 2018-19 academic year and are effective for Fall 2019:

Certificates

Undergraduate

- ♦ Chinese Language and Culture
- ♦ Emergency Management
- ♦ French Language and Culture
- ♦ German Language and Culture
- ♦ International Service
- ♦ Japanese Language and Culture
- ♦ Logistics and Supply Chain Management
- ♦ Spanish Language and Culture
- ♦ TESL/TEFL
- ♦ Wildlife Technician

Graduate

- ♦ Dual Credit and Transitional English
- ♦ Economic Development
- ♦ Higher Education Assessment
- ♦ Higher Education Management
- ♦ Student Affairs

The following new minors have been approved by the Academic Council during the 2018-19 academic year, effective Fall 2019, and require Board approval:

Minors

- | | |
|---------------------------------|-------------------------------------|
| ♦ American Studies | ♦ Linguistics |
| ♦ Arts Administration | ♦ Logistics and Supply Chain Mgt. |
| ♦ British Studies | ♦ Media Production |
| ♦ Cognitive Science | ♦ Peace Studies |
| ♦ Eastern Asian Studies | ♦ Popular Culture |
| ♦ Fine Arts | ♦ Social and Behavioral Sciences |
| ♦ Globalization and Development | ♦ Wildlife and Conservation Biology |

The following academic minor deletion was approved by the Academic Council during the 2018-19 academic year, effective Fall 2019:

Minor Deletion

- ♦ Gerontology Minor

These academic minor additions and one deletion have the approval of the Office of the Provost and Vice President for Academic Affairs.

Mrs. Rudolph seconded and the roll was called with the following voting: Mr. Crigler, yes; Ms. Farmer, yes; Mrs. Gray, yes; Ms. Green, yes; Mr. Kemp, yes; Mr. Payne, yes; Mr. Rhoads, yes; Mrs. Rudolph, yes; Mr. Schooley, yes; Dr. Tharpe, yes and Mrs. Guess, yes. The motion carried unanimously.

Academic Administrative Appointments Update, received

Dr. Arant reported that appointments for the following academic administrative positions have his support and have been approved for the 2019-20 fiscal year:

Department of Journalism and Mass Communications – Dr. Henry (Allen) White – Chair
Dr. White served as Interim Chair during Fiscal Year 2018-19.

Department of Biological Sciences – Dr. Sterling Wright – Interim Chair
Dr. Michael Flinn, who served as Interim Chair during Fiscal Year 2018-19, has been named Director of the Hancock Biological Station.

Jones College of Science, Engineering and Technology – Dr. Maeve McCarthy – Interim Assistant Dean
Dr. Kevin Revell served as Assistant Dean during Fiscal Year 2018-19, as well as Chair of the Department of Chemistry.

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

Chair Guess thanked Regent Farmer for her service on the Board and indicated it has been a pleasure getting to know her. She has represented herself well and worked tirelessly behind the scenes to represent her faculty constituency and this Board will miss her.

Adjournment

The Academic Excellence and Scholarly Activities Committee adjourned at 11:45 a.m.

Athletics Committee

Eric Crigler – Chair
Sharon Green
Jerry Rhoads
Phil Schooley
Don Tharpe

Mr. Crigler called the Athletics Committee to order at 11:47 a.m. and reported all other members were present.

CFSB Center Basketball Floor Surplus Authorization, report received

Mr. Saal reported that the University has the opportunity to purchase, at a significantly reduced cost, the National Collegiate Athletic Association (NCAA) floor from the most recent regional championship hosted at the Yum! Center at the University of Louisville. The new floor will be installed in the CFSB Center. The current floor will become surplus and made available for purchase to fans and the general public. All surplus and Procurement procedures will be followed throughout this process and it is believed some of the cost of the new floor can be recouped through this effort.

This agenda item was presented for informational purposes only to the Athletics Committee and required no action. The agenda item will be presented to the Finance Committee for action.

Athletic Contracts of Employment

Director of Athletics – Contract of Employment Amendment – Kevin Saal, approved

Dr. Jackson reported that Murray State University entered into a Contract of Employment to employ Kevin Saal as Director of Athletics on March 5, 2019, as approved by the Board of Regents on March 1, 2019. An amendment is being proposed in order to align this Contract of Employment with the University's fiscal year. The contract will now read that "The effective date of the Contract of Employment is March 1, 2019. Effective July 1, 2019, this is a fixed term of employment for a term of four (4) years beginning July 1, 2019, and expiring on June 30, 2023." No other revisions or changes are being made to the Contract of Employment dated March 5.

On behalf of the Athletics Committee, Mr. Rhoads moved that the Board of Regents, upon the recommendation of the President of the University, approve the amendment to the Contract of Employment for Director of Athletics Kevin Saal as outlined above. Mr. Schooley seconded and the motion carried.

Full Board Action – Director of Athletics – Contract of Employment Amendment – Kevin Saal, approved

On behalf of the Athletics Committee, Mr. Crigler moved that the Board of Regents, upon the recommendation of the President of the University, approve the amendment to the Contract of Employment for Director of Athletics Kevin Saal to read "The effective date of the Contract of Employment is March 1, 2019. Effective July 1, 2019, this is a fixed term of employment for a term of four (4) years beginning July 1, 2019, and expiring on June 30, 2023." No other revisions or changes are being made to the Contract of Employment dated March 5. Mr. Schooley seconded and the roll was called with the following voting: Mr. Crigler, yes; Ms. Farmer, yes; Mrs. Gray, yes; Ms. Green, yes; Mr. Kemp, yes; Mr. Payne, yes; Mr. Rhoads, yes;

Mrs. Rudolph, yes; Mr. Schooley, yes; Dr. Tharpe, yes and Mrs. Guess, yes. The motion carried unanimously.

Assistant Men's Basketball Coaches – Contracts of Employment Amendments – Tim Kaine, Casey Long and Shane Nichols, approved

Mr. Saal reported that at the Special Meeting on April 5, 2019, the Board of Regents approved an additional salary pool funding for three Assistant Coaches – Tim Kaine, Casey Long and Shane Nichols. He and President Jackson have worked with Head Men's Basketball Coach Matt McMahon to assign those dollars and specific information was included in the eBoard book.

On behalf of the Athletics Committee, Ms. Green moved that the Board of Regents, upon the recommendation of the President of the University, approve the Contracts of Employment Amendments for Assistant Men's Basketball Coaches – Tim Kaine, Casey Long and Shane Nichols – as presented. Mr. Rhoads seconded and the motion carried.

Full Board Action – Assistant Men's Basketball Coaches – Contracts of Employment Amendments – Tim Kaine, Casey Long and Shane Nichols, approved

On behalf of the Athletics Committee, Mr. Crigler moved that the Board of Regents, upon the recommendation of the President of the University, approve the Contracts of Employment Amendments for Assistant Men's Basketball Coaches – Tim Kaine, Casey Long and Shane Nichols – as presented. Ms. Green seconded and the roll was called with the following voting: Mr. Crigler, yes; Ms. Farmer, yes; Mrs. Gray, yes; Ms. Green, yes; Mr. Kemp, yes; Mr. Payne, yes; Mr. Rhoads, yes; Mrs. Rudolph, yes; Mr. Schooley, yes; Dr. Tharpe, yes and Mrs. Guess, yes. The motion carried unanimously.

Head Softball Coach – Contract of Employment Amendment – Kara Amundson, approved

Mr. Saal reported that the Contract of Employment for the Head Softball Coach – Kara Amundson – expires on June 30, 2019. For 2018-19, the team included the Ohio Valley Conference Freshman of the Year, 12 National Fastpitch Coaches Association All-America Scholar Athletes and one member of the Google Cloud Academic All District 1st Team.

On behalf of the Athletics Committee, Mr. Rhoads moved that the Board of Regents, upon the recommendation of the President of the University, approve a two-year contract extension for Kara Amundson, Head Softball Coach, for the period of July 1, 2019 – June 30, 2021, at an annual salary of \$52,833, effective July 1, 2019. Mr. Schooley seconded and the motion carried.

Full Board Action – Head Softball Coach – Contract of Employment Amendment – Kara Amundson, approved

On behalf of the Athletics Committee, Mr. Crigler moved that the Board of Regents, upon the recommendation of the President of the University, approve a two-year contract extension for Kara Amundson, Head Softball Coach, for the period of July 1, 2019 – June 30, 2021, at an annual salary of \$52,833, effective July 1, 2019. Ms. Green seconded and the roll was called with the following voting: Mr. Crigler, yes; Ms. Farmer, yes; Mrs. Gray, yes; Ms. Green, yes; Mr. Kemp, yes; Mr. Payne, yes; Mr. Rhoads, yes; Mrs. Rudolph, yes; Mr. Schooley, yes; Dr. Tharpe, yes and Mrs. Guess, yes. The motion carried unanimously.

Head Women's Tennis Coach – Contract of Employment Amendment – Jorge Caetano, approved

Mr. Saal reported that the Contract of Employment for the Head Women's Tennis Coach – Jorge Caetano – expires on June 30, 2019. For 2018-19, the team included a 2nd Team All-Ohio Valley Conference member, as well as the Arthur Ashe, Jr. Sports Scholar.

On behalf of the Athletics Committee, Mr. Rhoads moved that the Board of Regents, upon the recommendation of the President of the University, approve a two-year contract extension for Jorge Caetano, Head Women's Tennis Coach, for the period of July 1, 2019 – June 30, 2021, at an annual salary of \$36,000, effective July 1, 2019. Ms. Green seconded and the motion carried.

Full Board Action – Head Women’s Tennis Coach – Contract of Employment Amendment – Jorge Caetano, approved

On behalf of the Athletics Committee, Mr. Crigler moved that the Board of Regents, upon the recommendation of the President of the University, approve a two-year contract extension for Jorge Caetano, Head Women’s Tennis Coach, for the period of July 1, 2019 – June 30, 2021, at an annual salary of \$36,000, effective July 1, 2019. Mrs. Gray seconded and the roll was called with the following voting: Mr. Crigler, yes; Ms. Farmer, yes; Mrs. Gray, yes; Ms. Green, yes; Mr. Kemp, yes; Mr. Payne, yes; Mr. Rhoads, yes; Mrs. Rudolph, yes; Mr. Schooley, yes; Dr. Tharpe, yes and Mrs. Guess, yes. The motion carried unanimously.

Head Men’s Golf Coach – Contract of Employment Amendment – Eddie Hunt, received

Mr. Saal reported that the Contract of Employment for the Head Men’s Golf Coach – Eddie Hunt – expires on June 30, 2019. The University and the Director of Athletics desire to provide a one-year contract extension to Coach Hunt for the period of July 1, 2019 – June 30, 2020, at an annual salary of \$32,393, effective July 1, 2019. For 2018-19, the team included one Ohio Valley Conference All-Tournament player.

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

Recognition of Athletics Accomplishments, discussed

Mr. Crigler reported that academic accomplishments were already presented during the Board Orientation.

Adjournment

The Athletics Committee adjourned at 11:56 a.m.

Chair Guess added that athletics are certainly in a better position than one year ago. Appreciation was expressed to Regent Crigler for his leadership of the new Athletics Committee but also thanked him for his friendship and guidance. She and Regent Crigler attended Murray State at the same time and although they did not know each other when they were students it has been an honor and a blessing to serve alongside one another on this Board. In terms of academic excellence, it is difficult to say whether the University is better off than it was one year ago because Murray State’s academic team is amazing. It is fair to say that when she talks to faculty morale is better and academic faculty feel they have the ability to be even bolder which is critical to advancing the work of this University.

Adjournment

The Quarterly Board of Regents Meeting and Committee Meetings adjourned for lunch at 12 noon.

Reconvene

Chair Guess reconvened the Quarterly Board of Regents Meeting and Committee Meetings at 1:10 p.m.

Audit and Compliance Committee

Don Tharpe – Chair
Susan Guess
Lisa Rudolph

Dr. Tharpe called the Audit and Compliance Committee to order at 1:12 p.m. and reported all other members were present.

Office of Internal Audit – Internal Auditor Work Status Report, received

Internal Auditor Michelle Saxon reported that annually the Board approves the Audit Plan which summarizes work to be undertaken during the year. The Work Status Report outlines at a high level work that has already been completed. Members of the Audit and Compliance Committee are provided all audit reports that are issued. This includes the details of any findings or recommendations at the time those issues are discovered. These reports are also available to any Board member upon request. The Audit Plan is 68 percent completed and is expected to be finished by the end of the year.

Dr. Tharpe indicated he and Mrs. Saxon have discussed the depth in which these reports are given and how much information is included. Mrs. Saxon has shared a great deal of information with him and he needs to determine how to broaden his reach in sharing this with the other members of the Committee. Moving forward, when Mrs. Saxon provides him with a report that shows her findings after talking with the Vice President or Director of the area in question, he will share those findings with the entire Committee. Dr. Tharpe stated that the Internal Auditor makes the findings but does not reconcile any issues. Mrs. Saxon confirmed the Internal Auditor cannot make any management decisions but must investigate the facts and report those to the Audit and Compliance Committee and management. The Board and/or senior leadership is responsible for making any necessary changes to ensure recommendations are implemented.

Confirmation was provided that when Mrs. Saxon references in her Work Status Report that corrective measures have been put in place this means someone else made the decision relative to any recommendations and the Internal Auditor is simply reporting something has been done to prevent an issue from reoccurring. In addition to the Audit and Compliance Committee, the President, the Vice President over the area being audited and the Director of the area receive the audit report. The recommendations in the report have been discussed with the Director or Vice President and the Internal Auditor follows up in terms of implementation of those recommendations. The management response included in the audit reports indicates when the recommendation(s) are expected to be implemented. When the reports are issued Ms. Hunt forwards those to the Audit and Compliance Committee or to the full Board, as necessary, and at the Internal Auditor's request.

Office of Internal Audit – Miscellaneous Internal Audit Business Report, received

Mrs. Saxon reported that during the last Board meeting there was discussion about the Internal Audit Charter. At that same time, the Internal Audit Charter was reaffirmed. Several weeks later she had another discussion with Dr. Tharpe and answered additional questions. She then prepared a memo summarizing her answers to those questions. That document was inadvertently not shared with the other members of the Audit and Compliance Committee.

Dr. Tharpe reported that the Internal Audit Charter is dated 2018 and because it is now 2019 the Committee questioned whether it needed to be approved every year. Mrs. Saxon indicated the Internal Audit Charter does not have to be approved every year – only when changes are needed. The original Internal Audit Charter was approved in 1993 and has only been revised three times – in 2012, 2014 and 2017. The Internal Audit Charter details the reporting structure for Internal Audit, describes some of the duties the Board must undertake such as approving the Internal Audit Charter and the Annual Audit Plan. It also describes some of the Internal Audit responsibilities such as maintaining independence and objectivity when communicating audit results. The Internal Audit Charter is modeled after guidance provided by the Institute of Internal Auditors (IIA). IIA determines the rules Internal Auditors must follow and because Mrs. Saxon is a Certified Internal Auditor she must follow these rules. The Internal Audit Charter technically only needs to be approved by the Board when there are updates. The IIA does require a review of the Internal Audit Charter on an annual basis to ensure it is up-to-date. This disclosure is typically made to the Board annually at the August/September meeting which is the first meeting in the new fiscal year. At that point she discloses whether the Internal Audit Charter is up-to-date and, if not, the next agenda item would be approval of the new Audit Charter.

Mr. Crigler expressed concern that the Audit Charter indicates “The Internal Auditor has unrestricted access to communicate and interact directly with the Audit and Compliance Committee, including having meetings without management present.” The Kentucky Open Meetings Act would not, by law, allow the Internal Auditor to have such private meetings. This presents the situation where if the Board does what the Audit Charter says it will be in violation

of the Kentucky Open Meetings Act. If the Board does not follow the Audit Charter it is not in compliance with that document. It was suggested that this wording be changed to allow the Internal Auditor to meet with the Audit and Compliance Committee Chair, and perhaps the Board Chair, without management present. Kentucky does not have an Open Meetings exception for Internal Auditors.

Mr. Crigler expressed a second concern related to the Audit Charter where reference is made to undue influence, objectivity and independence and whether Mrs. Saxon has a way to include something in writing within the prepared reports that confirms the statements she is making are independent and objective and no one has tried to influence her. Mrs. Saxon indicated such statements are not typically included within an audit report but she could attach a memo or state this within the email when the reports are disseminated. If this is specifically stated with each report it provides the Internal Auditor with some protection. In response to where Mrs. Saxon would go if someone asks her to change a finding, she indicated it would depend on the level from which the request is being made. If the request comes from a Director of a unit or Chair of a department that has been audited she can talk with the President or the Audit and Compliance Committee Chair. If the request comes from an Audit and Compliance Committee member she could talk to the Board Chair. Confirmation was provided that the Internal Audit Charter outlines the process to be followed should this occur. Chair Guess indicated that as of late this option has not been available because the Board Chair also currently serves as a member of the Audit and Compliance Committee. General Counsel has been challenged on this issue and it was also discussed at the Association of Governing Boards (AGB) National Conference on Trusteeship. AGB agreed with General Counsel Miller that Kentucky law must be followed. The Audit and Compliance Committee cannot go into private session and this should be reflected accordingly in the Audit Charter. The Board must rely on the Internal Auditor to follow the Audit Charter and if there is any undue influence, there is a process outlined in that document which should be followed. Mr. Miller is also a good resource for the Internal Auditor should there be conflict with the Board or administration and access to the General Counsel as a resource should be referenced in the Audit Charter.

Dr. Tharpe stated there has been some discussion in regard to the dotted line reporting responsibility for the Internal Auditor to both the President and the Board of Regents. The Committee was not concerned about the dotted line reporting structure but wanted to ensure the Internal Auditor and the Audit and Compliance Committee members understood what it meant because the Audit Charter clearly states the Internal Auditor reports to the Board. If the Audit and Compliance Committee has issues it wants to be able to discuss those with the Internal Auditor and not be in violation of Kentucky law. Mrs. Saxon added that the Internal Audit Charter approved by the Board states a dual-reporting relationship. She reports functionally to the Board and administratively to the President and this is also required by IIA. Dr. Jackson indicated the reason this occurs under IIA best practices is that the Internal Auditor also has responsibilities to the University's external auditors. The external audit undertaken also attempts to identify any issues, in addition to the work being undertaken by the Internal Auditor. On occasion, the President will also ask the Internal Auditor to review a department or individual and must have the ability to make these requests as the Chief Executive Officer for the institution. In many cases such audits are requested by the President when there has been a change in management and, as an example, this work has been undertaken over the past year with the offices of the President and the Director of Athletics.

Office of Internal Audit – Summary of Presidential Travel Report, received

Mrs. Saxon reported that the quarterly Presidential Travel Report was included in the eBoard book. For the last two years the report has been emailed to the Board. She is now preparing monthly reports for Dr. Tharpe and quarterly presentations to the Board. There were no issues noted relative to the travel review. All of the President's travel has been related to recruitment, legislative meetings, speaking engagements and CPE meetings, as well as various other meetings. The Board confirmed continuing to operate in this fashion was acceptable.

Murray State University Presidential Travel Procedures Review, received

Dr. Tharpe indicated the topic of presidential travel procedures has been discussed in great detail because he believed the current policy was overly complicated. The President of the University needs to be able to eat lunch on the road and not worry about whether the meal is charged to their

personal credit card or a University purchasing card. The Board wants to give the President the authority and discretion to purchase a meal for a donor but the total cost of that meal must be within reason. Part of this discussion has been to indicate to the President the Board trusts this individual will use discretion while traveling but, as part of its fiduciary responsibility, the Board will also verify that is occurring. The Board may need to employ more scrutiny for out-of-state travel and that is addressed in the procedures presented. The President will receive approval from the Board Chair for such travel and the Chair will then share that information with the full Board.

Internal Auditor Reports, accepted

On behalf of the Audit and Compliance Committee, Mrs. Guess moved that the Board of Regents accept the reports presented on Internal Auditor Work Status, Miscellaneous Internal Audit Business, Summary of Presidential Travel and Presidential Travel Procedures, as presented. Mrs. Rudolph seconded and the motion carried.

Chair Guess expressed appreciation to Regent Tharpe for his service to the Board as Chair of the Audit and Compliance Committee. No one can match his passion for audit and deferred maintenance and both are in better shape than last year due to his service.

Adjournment

The Audit and Compliance Committee adjourned at 1:38 p.m.

Buildings and Grounds Committee

Sharon Green and Phil Schooley – Co-Chairs

Susan Guess

Daniel Kemp

Don Tharpe

Ms. Green called the Buildings and Grounds Committee to order at 1:38 p.m. and reported all other members were present.

Disposition of Structure – 1604 Miller Avenue and 1606 Miller Avenue, approved

Ms. Dudley reported that the Board approved the purchase of 1604 Miller Avenue and 1606 Miller Avenue in Murray, Kentucky, and is now being asked to approve the disposition of the structures on those properties. These buildings are not fit for renovation and the University does not have another purpose for these facilities. At this time, both properties will remain as green space. The cost to raze the buildings on each property is estimated to be approximately \$40,000 which would also cover any necessary asbestos remediation, back filling and sowing grass. These two properties are located directly behind the Institute of Engineering and border University property. Confirmation was provided that the Board will be asked to approve the disposition of another structure at the August/September Quarterly Meeting and will wait until then to secure a final cost from a contractor for razing all three properties.

On behalf of the Buildings and Grounds Committee, Mr. Kemp moved that the Board of Regents, upon the recommendation of the President of the University, approve the Resolutions presented authorizing the disposition of the structures located at 1604 Miller Avenue and 1606 Miller Avenue in Murray, Kentucky. Dr. Tharpe seconded and the motion carried.

Full Board Action – Disposition of Structure – 1604 Miller Avenue, approved

On behalf of the Buildings and Grounds Committee, Ms. Green moved that the Board of Regents, upon the recommendation of the President of the University, approve the attached Resolution authorizing the disposition of the structures located at 1604 Miller Avenue in Murray, Kentucky. Mrs. Rudolph seconded and the roll was called with the following voting: Mr. Crigler, yes; Ms. Farmer, yes; Mrs. Gray, yes; Ms. Green, yes; Mr. Kemp, yes; Mr. Payne, yes; Mr. Rhoads, yes; Mrs. Rudolph, yes; Mr. Schooley, yes; Dr. Tharpe, yes and Mrs. Guess, yes. The motion carried unanimously.

(See Attachment #10)

Full Board Action – Disposition of Structure – 1606 Miller Avenue, approved

On behalf of the Buildings and Grounds Committee, Ms. Green moved that the Board of Regents, upon the recommendation of the President of the University, approve the attached Resolution authorizing the disposition of the structures located at 1606 Miller Avenue in Murray, Kentucky. Mr. Schooley seconded and the roll was called with the following voting: Mr. Crigler, yes; Ms. Farmer, yes; Mrs. Gray, yes; Ms. Green, yes; Mr. Kemp, yes; Mr. Payne, yes; Mr. Rhoads, yes; Mrs. Rudolph, yes; Mr. Schooley, yes; Dr. Tharpe, yes and Mrs. Guess, yes. The motion carried unanimously.

(See Attachment #11)

Curris Center Thoroughbred Room Program Statement, approved

Ms. Dudley reported that per Delegation of Authority Item #13 the Board is required to approve any projects exceeding \$1 million (state capital limit) regardless of funding source. The Thoroughbred Room is where Steak 'n Shake will be located and a Sodexo house brand – Tres Habaneros – will also be developed in a food court type set up. The Thoroughbred Room would be significantly renovated but not to the extent an entirely new kitchen area would be needed. The cost for this project is estimated to be between \$2 million to \$3 million because there are some invasive projects that need to be undertaken, including the installation of specific grease hoods. Confirmation was provided that this project is part of the Sodexo investment in Murray State and would be subject to a new Project Management Fee which would be due to the University.

Confirmation was provided that enhancements will be made to the balcony or outdoor area that overlooks the Soccer field as part of Curris Center enhancement projects. There is no external work being done to the outside of the Curris Center building itself. Work is scheduled to begin next week on the Curris Center parking lot to add new spaces due to the new dining venues to garner support from commuter students and the general public.

On behalf of the Buildings and Grounds Committee, Dr. Tharpe moved that the Board of Regents, upon the recommendation of the President of the University, approve the Curris Center Thoroughbred Room Program Statement as submitted. Mr. Kemp seconded and the motion carried.

Full Board Action – Curris Center Thoroughbred Room Program Statement, approved

On behalf of the Buildings and Grounds Committee, Ms. Green moved that the Board of Regents, upon the recommendation of the President of the University, approve the attached Curris Center Thoroughbred Room Program Statement. Mrs. Gray seconded and the roll was called with the following voting: Mr. Crigler, yes; Ms. Farmer, yes; Mrs. Gray, yes; Ms. Green, yes; Mr. Kemp, yes; Mr. Payne, yes; Mr. Rhoads, yes; Mrs. Rudolph, yes; Mr. Schooley, yes; Dr. Tharpe, yes and Mrs. Guess, yes. The motion carried unanimously.

(See Attachment #12)

Luckett and Farley Housing Plan Update, received

Ms. Dudley reported that under the current engagement Luckett and Farley has been asked to review White and Regents residence halls and old Richmond and Springer II to assess the condition of those buildings and develop a plan for possible renovation. John Whitney with Luckett and Farley was introduced and presented the following highlights:

- A team of architects visited campus and toured the four buildings in some detail. Discussions have occurred with Facilities Management staff and a list of efficiencies has been developed to help determine what would be necessary to keep these buildings running. Luckett and Farley was asked to review these facilities and determine what it would cost to replace versus renovate and that work is underway. The cost of bringing these buildings essentially back to new condition is being determined compared to what it would cost to build new.
- Old Franklin (Springer II) was built in 1962 and has a housing capacity of 324 students. This represents an older building and there are many efficiencies needed due to its age. If Springer II was rebuilt, new construction costs would be approximately \$15 million and with the soft costs that go along with new construction the total would be almost \$21.5 million. If the facility is renovated –

made like new – it would cost approximately \$12.5 million in construction costs and almost \$18 million in total project costs. The renewal/renovation cost includes all deferred maintenance and capital renewal work that must take place to make the facility “like new.” Some work also needs to be undertaken on areas of the building that cannot be renewed or replaced, such as the bathrooms. The bathrooms are too small and the plumbing fixtures are out-of-date. This represents discretionary improvement costs of slightly over \$2 million for such projects. This work would maintain the same number of beds but does not enlarge the community or commons space. Springer II is a semi-suite facility with two double rooms that share a bathroom. The national average in new buildings shows the percentage of commons space to bedroom space is about 25 percent and currently what exists in Spring II is 14 percent. The commons spaces – lobbies and study areas – in this facility are significantly lower than the national average. Some competitor institutions are building facilities with up to 35 percent of commons space. To meet current trends, if that is where Murray State wants to be, it can either reduce the number of beds and create more common space in the building or build an addition. In order to reformat beds to allow for additional common spaces, this would result in there being 300 beds (24 bed reduction) in the facility. The two major pros for this building are that it will be less costly to renovate than it is to build new and as part of the renovation process the facility would have new finishes, bathrooms and engineering infrastructure upgrades would be undertaken to bring them up to current standards. The negatives associated with the renovation process are that it would still be a 1962 building and it will look the same as it does now. Throughout the building the ceilings are low and there is no way to fix this issue. The facility also has narrow hallways and its location is not ideal. The facility has small bedrooms and those will get even smaller as bathrooms are enlarged. Moving to the 25 percent commons ratio would also result in the loss of 24 beds. The result is a Facilities Condition Needs Index (FCNI) of .83 for Springer II. This is the ratio of the renovation costs to the new construction costs and is very high. If this index is over .7 the national trend has been to tear down and rebuild but this is generally determined by the individual institutions. In terms of whether nationally universities are still providing all-female housing facilities, it was indicated the trend is toward co-ed dorms but a determination would need to be made of what works best for Murray State students. The current facility does not have aesthetic value and this would not change with renovation. Mr. Payne added that if the outside of facilities do not change students will not be attracted to them because they want new construction. The Board was reminded that supplemental materials have been provided related to a study undertaken in 2017 which shows a village-type setting for student housing and this could provide additional versatility in formulating a long-range plan. From a public relations standpoint it would also be difficult to justify spending this amount of money to renovate a facility when it will not look any different on the outside.

- Old Richmond Hall was built in 1960 and is very similar to Springer II. It has 238 beds and replacement costs would be \$10.8 million for construction and \$15.5 million for total project budget. To renew and renovate the facility would cost \$9.4 million for construction and \$13.4 million for total project budget. This facility has an FCNI of .86 which is extremely high. It has a 10 percent commons space ratio and in order to renovate and recapture these spaces the number of beds would be decreased to 214. Another option for this facility would also be an addition. The pros and cons of this facility are essentially identical to those for Springer II. Renovation would provide new finishes, bathrooms and engineering infrastructure and everything would look new but the outside building appearance would not change. Cons include there are low ceilings, narrow hallways, small bedrooms that would become even smaller and the facility is also in a fixed location. Dr. Jackson added that the University does not plan to utilize this facility for the Fall Semester.
- Regents and White residence halls are both high-rise towers ten stories tall. Regents Hall was built in 1970 and has 388 beds. Replacing this building would be \$20.2 million in construction costs with an almost \$29 million total project budget. The renovation/renewal of the facility would cost \$14.9 million with a total project budget of \$21.3 million. The FCNI for this facility is low at .74, although this is still higher than many institutions consider to be their cutoff point in terms of being too costly to renovate. Regents Hall has 16 percent commons space and to increase this to 25 percent would reduce the number of beds to 364. The pros of renovating this facility is that it would be less costly than building new. There would be new finishes, bathrooms and engineering infrastructure. The negatives include that it would still be a 1970s building that has very small windows. The building is ten stories tall so once students get to their rooms they tend to stay there and having to take an elevator to get out of a building is not ideal based on current trends. Regents also has low ceilings and narrow hallways and it is in a fixed location. Increasing bathroom size and widening the hallways would lead to even smaller rooms. White Hall is similar to Regents and was built in 1966 with 396 beds. Replacing this building would be \$18.3 million in construction costs with a total project budget of \$26.2 million. Renovating the facility would be \$13.9 million in construction costs with a total project budget of almost \$20 million. The building has an FCNI of .76 which is typically higher than what would be desired for a renovation project. In order to reach the commons space ratio of 25 percent, a reduction of 20 beds would be necessary. White Hall has essentially the same pros and cons associated with Regents.
- These four residence halls currently have a total 1,346 beds and there are approximately 3,300 beds overall on campus and this includes new JH Richmond opening up and old Richmond going offline. Confirmation was provided that the next step is determining how many beds the University actually needs and live-in requirements for freshmen, sophomores and students from regional tuition states, in

addition to national trends, must be taken into consideration. Currently students from regional tuition states are required to live in campus housing through their junior year and consideration is being given to reducing this requirement to only the freshman and sophomore years. All agreed it is important for students to remain on campus for their first two years – but especially the freshman year – to allow for socialization which benefits retention and completion.

- Currently the University has third-party financing authorization from the state to expend up to \$33.2 million for the Sorority Suites project, residential suite-style housing (\$33 million), \$12 million for alternate dining facilities and \$8.2 million for a new University Bookstore. This totals \$86.4 million which has been authorized. The \$12 million authorization for alternate dining facilities is what the Board has been approving expenditures from for the Sodexo projects currently being undertaken. The University also has bond authorization for the White Hall renovation (\$16.3 million). All of these authorizations are effective through June 30, 2020, and by that date an architect must at least be under contract in order to move forward to expend the authorization.
- Public-private partnerships are being considered to address housing needs and such options have become popular with universities. There are different ways public-private partnerships can be structured. The one applicable to most universities is the land-lease, P3 partnership model. Under this model the university leases land to a private partner to finance, build, own, operate and ultimately transfer back to the university, a facility of some sort. The P3 model is very common in student housing and is easily recognized by the state because it is currently being utilized at other universities. The terms of these contracts can be tailored to particular financial considerations a university may have – such as previous financing obligations that need to be included in the agreement. The P3 partnership fits within current programming approved by the state, can be expanded to include additional buildings over time and works for renovation of existing facilities or new construction. Most frequently, P3 partnerships are used to build new facilities. The P3 partnership can be tailored for management and student life considerations and the building can be designed so that it fits perfectly within the context of the Murray State campus. These partnerships work for the P3 developer in that it is a project that produces a revenue stream – which is why such firms focus on student housing. P3 developers are moving into student centers and dining facilities – any project with an associated revenue stream. This allows the developer to develop and finance the project and be paid from the associated revenue stream. A university typically does not have to pay anything for the new facility and, depending on how the agreement is structured, may receive a portion of the revenue stream based on the length of the agreement and how it is structured. Dr. Jackson reported that the University currently has \$78 million in housing and dining debt (through 20-year bonds) that must be serviced and this would be parceled off to these new larger projects. The P3 model could help totally replace facilities while still following a desirable housing model for MSU. These facilities would be operated like others on campus. Such terms and conditions are negotiable and any agreement would be specific and detailed. Typically, these contracts range from between 30 to 50 years. Confirmation was provided that there is also a lot of opportunity with regard to College Courts but this facility was not included in the study due to the limited scope (due to cost). Additional work will need to be undertaken to develop a detailed plan for Board approval.
- Agreement was reached that the administration should move forward toward the next step in determining what options might be available in terms of P3 partnerships. This information will be presented to the Board at a subsequent meeting with a request for potential action at that time. Determining the amount of housing stock the University needs is the next step in this process before any recommendations can be made to the Board.

In further discussion regarding housing, confirmation was provided that the new roof at JH Richmond matches the previous one. The cost for replacing the facility remained at \$12.4 million for construction. The insurance company has provided the University with an advance check of slightly over \$13 million and bills are being paid from this source. There have been eight change orders to this point and a determination must be made with the insurance company in terms of how much they pay and what portion of the costs is the University's responsibility. There is a \$2 million contingency in place for the University to cover any such costs.

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

Deferred Maintenance/Summer Projects Update, received

Ms. Dudley reported there are many deferred maintenance/summer projects that are either underway or will begin shortly. A schedule was provided in the eBoard book which indicates whether projects are in the planning or implementation stage or if they have been completed. Kevin Jones and Jamie Miller were present to answer any questions. The schedule provided was sorted by building and major projects were highlighted as follows:

- The Alexander Hall boiler project was approved at the last Board meeting. The scope for the project had to be increased and the boiler project is currently underway. Work is expected to be completed soon.

- The remediation project in the Biology Building has been on the docket for some time. Design work has started and, based on results, it may be necessary to spend more than \$2 million to complete the necessary work. Once the design work is received the cost could be more than anticipated and that information will be presented to the Board once it is available. In terms of when construction might actually begin, it was indicated this could potentially start during the winter or early next year. The design drawings and construction sets are being prepared and these are needed to present to contractors to secure bids. This project will have to be completed in phases, working in conjunction with academics, because it represents a very intrusive process.
- The Board authorized \$3.2 million for the Blackburn Science Building but the project is not complete. An Architectural and Engineering firm has been hired but they have not moved as quickly as the University needed. Some individuals that vacated Woods Hall were moved into Blackburn Science but have now been displaced. A determination is being made about which offices can be moved back into Blackburn for the Fall Semester. This facility will not be ready in time for the beginning of classes because it required a full HVAC replacement, restroom updates, ADA compliance work and architectural elements which had to be addressed.
- There are many projects currently underway in the Curris Center that total between \$3 million to \$4 million and most are related to dining services. A design firm has also been hired to review the potential for a “refresh” for the Curris Center. Preliminary drawings have been provided and the University has requested changes to those designs. These projects are in addition to the Curris Center parking lot discussed earlier.
- The Fine Arts Building entrance project is 99.9 percent complete. New windows and doors have been installed and the interior trim of the window facings has been replaced.
- Funds were repurposed during the year to allow for repair work to be undertaken on Pogue Library. Exterior repairs will likely begin in the Fall and the design phase for drainage and tuck pointing along the building exterior is underway.
- The exterior entrance to the Sparks Hall project will begin shortly and funding has been identified to complete this work. The project is not yet under contract but work is expected to begin this Summer to replace the walkway and stairs into the building.
- Projects underway at Waterfield Library include removal of the breezeway and a large HVAC system replacement. The HVAC work is approximately 25 percent completed. It is expected this project will be finished by the end of Summer. The breezeway is not yet under contract because it has been difficult finding the contractors needed to complete the work. It is hoped this project can also be completed by the end of the Summer.
- Currently \$19.7 million in projects have either been completed, are in the planning stage or are under construction. Larger projects include JH Richmond and the Clark Hall roof. Another large project in Hart Hall was started this Summer to repair plaster and the chiller system and undertake moisture remediation in rooms and common areas. This project is approximately 30 percent complete.
- Projects on the upper floors in the Curris Center will not begin until a design plan has been developed to ensure a common look and feel throughout the building.

President Jackson expressed appreciation to Mr. Jones and Mr. Miller for their work on behalf of Murray State. Mr. Jones will be leaving the University and will be missed. He and the Board appreciate the extra effort that has been expended on pruning, pressure washing and cleaning – work which has been accomplished over the past several months. These represent additional projects on the listing provided that help improve the appearance of campus on a daily basis. Ms. Dudley added that the Grounds crew has worked diligently over the semester on planting and mulching to further enhance the appearance of campus. Chair Guess indicated the work undertaken by Buildings and Grounds and others has left the University in a much better position than it was one year ago and appreciation was expressed to all involved for their efforts.

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

Adjournment

The Buildings and Grounds Committee adjourned at 2:45 p.m.

Chair Guess expressed appreciation to Regents Green and Schooley for their service to the Board and for serving as co-Chairs of the Buildings and Grounds Committee. Ms. Green is the senior member of this Board with the longest tenure and has the greatest amount of history to share with her fellow members. She has been a long-time advocate for access and affordability for students and that has been an important voice at the Board table. Mr. Schooley and his wife Virginia have become family and he and Ms. Farmer have been strong advocates for the faculty and staff of Murray State. Regent Schooley has remained committed to those issues impacting staff that have often been overlooked or pushed aside due to financial restraints.

Enrollment Management and Student Success Committee

Lisa Rudolph and J. T. Payne – Co-Chairs

Eric Crigler

Virginia Gray

Katherine Farmer

Mrs. Rudolph called the Enrollment Management and Student Success Committee to order at 2:45 p.m. and reported all other members were present.

President's Commission on Admission Requirements, Waivers and Scholarships Final Report Presentation and Revised Freshmen Admission Requirements, received and approved

Drs. Robertson, Todd and Fister and Maria Rosa, Director of Undergraduate Admissions and Transfer Center, reported the following:

- The *President's Commission on Admission Requirements, Waivers and Scholarships* represented a broad-based University Committee chaired by Dean Todd. A listing of Committee members was provided and approximately 75 percent were present and recognized for their work over the past year.
- Highlighted recommendations included reviewing possible unintended consequences related to minority students who were previously denied admission. Last Fall, 219 students were denied admission to Murray State but had a 3.0 or higher GPA and almost one-half were minority applicants. Recommendations already in process include:
 - Re-evaluating the Accelerate U! partnership, along with expanding underrepresented minority student experiences in *Pathways to Success* courses
 - Reviewing non-traditional and military veterans' needs by developing starting points such as organizing short-term classes and promoting micro-credentials to create learning opportunities for those in the military
 - Reviewing international student recruitment considerations, including setting a priority date followed by rolling admissions throughout the year which allows students to schedule courses and pay before they arrive on the main campus; submitting bank and financial statements after gaining admission which improves efficiency for faster admission decisions
 - Reviewing *Pathways to Success* Program, providing a three-day optional, but strongly encouraged, intensive program for those individuals to begin in Fall 2020
 - Hiring students who have successfully completed the *Pathways to Success* Program to serve as mentors and adding classes which focus on the student success experience to further create a supportive environment
 - Reviewing graduate student recruitment considerations by creating a separate admission application for this population, allowing these graduate students to self-report their GPA and standardized test scores for initial admission, providing the opportunity to new graduate students to schedule classes before their degree has been conferred by an undergraduate institution and increasing the availability of 100 percent online programs
 - Reviewing transfer processes and improving the online application to remove barriers
 - Purchasing self-service degree audit software that will enable Murray State to operate the Transfer Office like many of its competitor institutions and offering a sequenced and packaged program online from this perspective
 - Reviewing scholarship processes and creating a new process where students do not have to appeal the loss of an academic achievement award and once they re-achieve their status the scholarship automatically renews
 - Reviewing methods and ideas related to marketing and developing a new landing page for admissions and investing in a search engine optimization process and software because currently 58 percent of traffic comes from organic searches from over 20,000 key words and only 900 currently appear on the first page when a search is initiated
 - Reviewing overall retention initiatives, including new retention software – Starfish – which is already in place; strengthening and enhancing student success seminars and establishing a Parent and Family Advisory Committee

In regard to the admission processes, particularly for first-time freshmen, an effort is being made for language included in the *Academic Bulletin* to be cleaner and easier to understand. The tiered system for admission is also being eliminated because it is confusing to both students and parents. Pre-baccalaureate students will not be considered in CPE retention numbers because they, by definition, are not yet on the bachelor's degree trajectory. The CPE no longer requires the ACT score for admission and data shows that high school GPA is a better projector of student success than standardized tests. A pre-appeal process for students with an ACT of 17 and a minimum 3.0 GPA will be in place. This means these students do not have to take any action. Last Fall the University denied 96 students who fell within this category and, of those, 46

were underrepresented minority students. This recommendation is based on data which shows students who go through the pre-appeal process and are consistently approved by the Appeals Committee are successful at Murray State have an ACT of 17 or higher, 3.0 GPA or above and meet at least one of the testing benchmarks. This helps those students who do not have the financial means to take the ACT more than once or enroll in preparatory courses. Currently the “official” appeals process includes an interview either by phone or in person with an Admissions Counselor. With the recommendation being made students will not even be aware they fall within the pre-appeal process. Often Guidance Counselors make the University aware of students they believe will be successful even if their ACT score is not 18 or above because they could have a 3.5 GPA or higher and this will continue to be encouraged.

President Jackson expressed appreciation to Dean Todd and the Committee for their work in this regard. Last Fall while recruiting at Christian County High School, University representatives met with all juniors and seniors. Two students asked to speak privately following the visit. Both were African-American and had a 3.5 or higher GPA but an ACT score of 17. They wanted to attend Murray State but were denied admission. It was also confirmed with regard to the scholarship grid that school officials revealed most of their students fell at the bottom. The scholarship grid will be revisited because the majority of students fall at the bottom of the grid and this makes them feel like they are not good enough to attend Murray State. In terms of how students will know they are not automatically disqualified if they do not meet the traditional standards, it was indicated this information is provided on the website, to Guidance Counselors and through letters of information which are disseminated.

On behalf of the Enrollment Management and Student Success Committee, Ms. Farmer moved that the Board of Regents, upon the recommendation of the President of the University, approve the revised freshmen Admissions Requirements for inclusion in the 2019-20 Murray State University *Academic Bulletin*, and subsequent editions, as future Board action is taken, with the understanding that the administration is allowed to make wording changes as needed, as long as the prescribed standards per this recommendation remain unaltered. Mr. Crigler seconded and the motion carried.

Full Board Action – Revised Freshmen Admission Requirements, approved

On behalf of the Enrollment Management and Student Success Committee, Ms. Farmer moved that the Board of Regents, upon the recommendation of the President of the University, approve the following revised freshmen Admissions Requirements for inclusion in the 2019-20 Murray State University *Academic Bulletin*, and subsequent editions, as future Board action is taken:

Freshmen students and transfer students with less than 24 hours of transferable degree credit will be admitted as baccalaureate or pre-baccalaureate degree-seeking students as follows:

Baccalaureate Students

- Must have a minimum cumulative ACT of 18 (comparable SAT of 960) and a minimum GPA of 2.0 on 4.0 scale,
- Complete pre-college curriculum and
- Must meet at least two ACT testing benchmarks in English, Reading or Math.

Pre-Baccalaureate Students

- Must have a minimum cumulative ACT of 18 (comparable SAT of 960) and a minimum GPA of 2.0 on 4.0 scale,
- Complete pre-college curriculum and
- Meet at most one ACT testing benchmarks in English, Reading or Math.

A pre-baccalaureate student is admitted into the *Pathways to Success Program* with a limit of 15 credit hours per semester, enrollment in a student success course and advising within the program as well as in the academic area of focus.

Additionally, students in these categories earning a 2.0 to 2.49 GPA (on a 4.0 scale) will enter a learning contract with the University as noted in 13KAR2:020. Co-requisite course information, with testing benchmarks as prescribed by the Kentucky Council on Postsecondary Education will

be provided. Per the CPE, beginning in Fall 2019, developmental courses have been eliminated at four-year public universities. Finally, a pre-appeal process for those students with an ACT of 17 and a minimum 3.0 GPA will be in place.

Further, the administration is allowed to make wording changes as needed, as long as the prescribed standards per this recommendation remain unaltered. Mr. Payne seconded and the motion carried unanimously.

Final Spring 2019 Enrollment Report, Summer 2019 Enrollment Update and Preliminary Fall 2019 Enrollment Report, received

Dr. Robertson reported the following:

- Total headcount for Spring 2019 compared to Spring 2018 is flat and in-state and graduate headcount numbers are up 4.3 percent and 3.2 percent, respectively. Total credit hours are down slightly and dual credit headcount is up by almost 50 percent.
- As of Day 14, total undergraduate and graduate headcount for Summer 2019 are approximately the same as Summer 2018. Total credit hours are up by 3 percent, dual credit headcount also increased and in-state and out-of-state headcount numbers are up 1.1 percent and 1.4 percent, respectively. As of this morning, total headcount is up 1.3 percent and total credit hours are up 5.6 percent.
- Appreciation was expressed to the many individuals who have continued to work diligently to increase Fall 2019 enrollment, especially Shawn Smee, Director of Undergraduate Admissions and his staff and the offices of Student Financial Services and Branding, Marketing and Communication. President Jackson and members of the Board have also played a key role in this process.
- First-time freshmen applications for Fall 2019 are down 1 percent but the number of first-time freshmen admitted is up 1 percent which is reflective of the aggressive yield plan. The number of first-time freshmen admitted from the 18-county service region is up 7.1 percent and up 18.6 percent for first-time freshmen admitted from other Kentucky counties.
- The number of first-time freshmen who have registered for Summer Orientation is up 10 percent over Fall 2018 at this time. There are currently 1,422 first-time freshmen students who have registered for Summer Orientation. Last year at this same time there were 1,280 students registered for Summer Orientation (increase of 142 students) and this is one of the strongest indicators related to actually enrolling for Fall. Data over the past five years shows that among students attending a Summer Orientation session, between 94 and 98 percent actually enroll. A 95 percent enrollment rate is being utilized to make enrollment projections. The Summer Orientation session yesterday hosted 283 students and the one tomorrow has over 300 students registered. In 2016 there were 1,500 freshmen students. The number of students signed up for Summer Orientation in 2019 is above this same time in 2016, representing another positive indicator.
- An important indicator with regard to freshmen enrollment is housing deposits and the number of students who have submitted housing deposits is up significantly.
- A chart reflecting Fall preliminary scholarship information was presented to the Board which shows the number of academic achievement scholarships which have been accepted for Fall 2019 versus the number offered and the percent of acceptance. The same information was provided for new transfer scholarships, Illinois regional housing scholarships for new freshmen and transfer students and the acceptance percentage for Governor's Scholars scholarships. Last year 35 Governor's Scholars Program participants accepted a scholarship at Murray State and this year that number is 49 who have accepted the scholarship. If these students matriculate and enroll this would represent an increase of 40 percent for this population.
- The MSU Foundation provides a large number of scholarships and information on the number accepted versus awarded from Fall 2018 to Fall 2019 was presented. More students have accepted scholarships for 2019 and a higher percentage of these students are being admitted. Scholarship acceptance is a positive indicator for Fall freshmen and transfer student enrollments.
- Information was presented on the number of *Racer Academy* seniors and the percentage matriculating to Murray State. Numbers in this regard are increasing but this represents a focus area as recruitment for Fall 2020 moves forward. These students are already associated with Murray State and the University should be matriculating a higher percentage. The current average is 29 percent of these students attending MSU and a goal of matriculating 39 percent or higher has been set. New strategies to more aggressively recruit *Racer Academy* students have been put in place for Fall 2020. One component includes offering an automatic scholarship to these students if they apply and commit to Murray State. Dr. Fister reported that data is now available showing a large percentage of these students are attending West Kentucky Community and Technical College, as well as the other schools. Work is underway to compile data by county where *Racer Academy* students are enrolling and identify target areas where more work is needed to attract these students. A white paper will hopefully be provided this summer with additional detailed information. Dr. Jackson reported that over 90 percent of *Racer Academy* students are from within the University's 18-county service region. The yield rate for all students from the 18-county service region is much higher than the yield rate for *Racer Academy* students and it is believed there is opportunity to increase this yield significantly. Confirmation was provided that which courses these students are taking also has an

effect on whether they attend Murray State and a review of how many hours these students take is also being conducted. Efforts are being made to strengthen a *Racer Academy* student's connection with Murray State because sometimes they are taking classes solely online. Enhancing the student experience in this regard will be key. Incentives are also being explored to enhance the *Racer Academy* experience and highlight admittance to Murray State. Currently *Racer Academy* students must reapply to attend Murray State but recommendations are being made for this requirement to be eliminated, in addition to waiving the application fee. In terms of whether dual credit students have contact with someone from Murray State and if a campus visit could represent the culmination of a dual credit course, Mrs. Rosa confirmed this is currently being done as part of the *Thoroughbred Academy* for Marshall County students who take two classes in the Fall and two classes in the Spring. Every Friday these students come to campus and take Murray State courses. Confirmation was provided that ways to increase these campus events are being recommended and this work continues to evolve to ensure dual credit students know they are taking a Murray State course even if it is being taught by a high school teacher.

- Information was provided on the number of transfer students who actually enroll at Murray each year and the percentage of those students who register for a Summer Orientation session. Junior transfer students have an option of utilizing an online orientation where they actually do not visit campus. As of June 4, 176 individuals have registered for Summer Orientation as transfer students and last year this number was 224. Confirmation was provided that three of eight Summer Orientation sessions have been completed at this point. Mrs. Rosa clarified that 176 is the total number of transfer students who have registered for Summer Orientation for the entire summer. Some have already attended a Summer Orientation session while others have pre-registered for future sessions. The number of registrants when compared to last year is currently even. Transfers have a much different timeline than first-time freshmen students. Promotions within the last two weeks have helped these numbers grow. Traditionally the yield rate for Murray State transfer students is between 58 and 62 percent. It is known if the number of applications can be increased the number of admitted students can also be increased and these students typically yield at a much higher rate than freshmen. Transfer students tend to apply to fewer schools and make their decisions more concretely before applying.
- Information was presented for first-time freshmen showing total freshmen enrollment over the past five years, beginning in 2015. Last Fall new freshmen enrollment was 1,319 with 1,338 registered to attend a Summer Orientation session. As of June 4, 1,418 new freshmen had registered for Summer Orientation and as of today 1,422 have attended or registered for Summer Orientation. There are some students who are exempted from attending a Summer Orientation session, including those with military orders, some out-of-state students, international students and student-athletes but every single student is being tracked weekly. Data is available on students who do not attend Summer Orientation but still enroll in the Fall.
- Based on the Summer Orientation registrations, scholarship acceptances and housing deposit information presented, a goal of between 1,400 to 1,500 new freshmen is being projected for Fall 2019. On average, 95 percent of students who attend Summer Orientation will enroll and this percentage is being used as work continues to reach the goal of 1,400 to 1,500 new freshmen.
- Recruitment staff have contacted, visited or bussed in students from the 18-county service region schools 229 times since September 1, 2018, through on-site admissions, recruitment and the Road Scholars Program. Over the past three years on average the University has been able to attract 44 percent of students from the 18-county service region. Appreciation was expressed to the Board for their efforts in this regard.
- More data than ever before is now available and is helping the University target efforts in a more efficient manner.

Chair Guess expressed appreciation to all for their work because she had no idea how much time recruitment takes. She is thankful and grateful to the small but diligent team that has undertaken the work needed to bring students to this University. There is still a large number of first-generation college students and there is much these students and their families do not know. It is the University's responsibility to provide the information needed. In terms of whether the University is better off now than it was one year ago, there is now a comprehensive Enrollment Management Plan in place, there have been no excuses and the numbers reflect these efforts. The University is definitely better off than it was one year ago. In the past the Board received enrollment numbers in generalities but was not provided with detailed information needed to understand what those numbers really meant. The Board now knows what the numbers mean and the comprehensive Enrollment Management Plan will continue to get stronger when the data is available to compare numbers on a year-to-year basis.

In terms of where the University stands in retaining sophomore, junior and senior students eligible to register but have not, Dr. Robertson indicated a report was presented as part of the consent agenda and included data in this regard. Constant follow-up communication is also employed with these students. Information is provided to the Deans and is disseminated to faculty and advisors. Peggy Whaley, Director of Student Engagement and Success, reported that

as of May 20 retention numbers are as follows: sophomores, 80 percent; juniors, 83 percent and 89 percent for seniors. The Recapture Campaign is underway again this year and students are contacted weekly. There is a higher number of graduate students re-enrolling than undergraduate students and efforts will be increased accordingly.

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

MyMajors Update Report, received

Dr. Robertson reported that MyMajors represents a new initiative being led by Mrs. Whaley. Mrs. Whaley indicated that MyMajors was launched on June 3 and since that time 100 individuals have taken the assessment. Work is currently underway to create a plan to follow-up with these individuals. MyMajors is a recruitment and retention tool that allows students to find their best fit major. In Fall 2018, 16.98 percent of the admitted first-time freshmen students were undeclared-degree seeking. In addition, many other students who have declared a major are unhappy in the major they have chosen because it is not the right fit. The MyMajors assessment will help these students determine a major that is a right fit for them. Murray State is currently the only Kentucky university partnering with MyMajors. A card for MyMajors has been developed and extra copies were provided to the Board for distribution.

The members of the MyMajors implementation team were recognized. A PowerPoint was presented illustrating the landing page for MyMajors. Students must create an account and are asked what their current status is – Murray State student, first-time freshman, newly-admitted, high school student or adult returning student – and also whether they have an idea of what they would like to major in, some idea or no idea at all. MyMajors looks at a student's academic achievements, aptitude, interests and personality and questions are asked related to these four categories to create results. The assessment takes approximately 15 minutes to complete and is offered free-of-charge. Students self-report their GPA, how many years of math and foreign language they have completed, ACT or SAT score, course enjoyment, their advance placement credit and what they like to do in their free time. Students are asked to select the degree to which they like working in a large group, working outdoors, working with young children and detailed logic and structure. Students are asked to what degree they like to study in a major that has a connection to their career, whether they like to exert power and authority, if they prefer to use manual and mechanical skills, if they are interested in military service and whether they like to participate in sports. Students are asked whether they would like to maintain a hard-working discipline and study skills schedule, if they prefer to study different people and cultures, if they want to engage in social issues and actions and if they rely on mental images. The survey asked whether students like to be creative, want to study abroad, desire to combine work with learning and if they value leadership training and experience. Once the students take the assessment they will receive a report that tells them how Murray State University can help them reach their goals with over 126 degree program offerings. The report will identify area and major/minor combinations. Students are able to click on their academic advisement report to see the top ten majors for them based on survey input. Students can click on each of their top ten majors to see a description of the major, potential careers, clubs and internships that are available and what college houses the major. A link to the college and department websites is also provided which includes the name and contact information for a person who can help the students in any way needed. There is also a link to the *Academic Bulletin* which lists all the courses required for a particular major and work has been undertaken to ensure the most current information is available on this site.

Students are encouraged to review their MyMajors results page and advisement report and connect with the Admission Office if they are not yet a Murray State student. They are also asked to join the Racer family and connect with an academic adviser and the Career Services office. Students can also log back into the survey to update information as necessary and results will be recalculated. The link to MyMajors has now been included on various web pages and will be available through MyGate. Confirmation was provided that MyMajors will be part of the presentation made by recruiters and information is also being shared with high school counselors. In terms of whether data is available on how effective a predictor MyMajors is, Mrs. Whaley indicated she can certainly request this information.

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

Student Health Services Update Report, received

Dr. Robertson reported the University has entered into a new partnership with Primary Care Medical Center in Murray, Kentucky, to provide health services to campus. Health services have an impact on recruitment and retention, including parent and student satisfaction. Primary Care opened offices on June 1 inside the former Student Health Services location in Wells Hall. There is an on-site Physician, Nurse Practitioner and Receptionist. Students want to see an actual person if they have a health concern. The hours of operation are 9 – 11 a.m. during the summer with more extended hours once the academic year begins. The hours of operation are adjustable depending on demand. If a student has a need after hours, they can visit the Primary Care southside location and will be given priority status. There is also a 24-hour, seven-day-a-week on-call system where a Physician can be reached. If a student comes to the clinic on campus and needs more extensive treatment or diagnosis at the southside location, Primary Care will transport those students if they do not have their own transportation. Students will use their insurance for these health services or they can choose to pay a fee for service. Primary Care will also set up payment plans if students cannot pay the full cost at one time and has assured the University no one will go without being seen even if they have no way to pay for services. There is also an innovative smart phone application that can reduce the cost per visit by connecting patients directly to a Physician or Nurse Practitioner and for some health issues that may be all that is needed. The student can also tie into the Primary Care portal to view information on their status. If the student is agreeable, parents can also have access to this information. Representatives from Primary Care attended Summer Orientation yesterday giving out information and this was the busiest table during the entire session. Students were already signing up for the portal and were learning how to have access to the app and overall reception has been extremely positive. Confirmation was provided that a co-pay would be required in alignment with their insurance. Dr. Bob Hughes will be the Physician at least for the first semester and has committed to this being a first-class operation.

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

Chair Guess expressed appreciation to the co-Chairs of the Enrollment Management and Student Success Committee – J. T. Payne and Lisa Rudolph. Student membership on this Board has been good every year but Regent Payne represents the best of Murray State and proves the University is doing something right. Regent Payne has shown great maturity, grace and leadership and he is headed for great things. It has been a joy to work with him this year. Regent Payne expressed appreciation to Chair Guess for all she had done over the past year. Chair Guess reported that she and Vice Chair Rudolph were “partners in crime” in the beginning of her term as Chair and took great responsibility in getting out on campus and really seeing what the challenges were and a great deal of time was spent taking pictures and going in buildings that have not been seen in some time. As a result of this, for the first time Board members have been committed to getting up and out of their chairs every meeting so they are making decisions based on what they have actually seen. No one can question Regent Rudolph’s love for Murray State. She and her family have committed to the students in the river counties to ensure they have an opportunity to better their lives.

Adjournment

The Enrollment Management and Student Success Committee adjourned at 4 p.m. The Board adjourned for a break beginning at 4 p.m.

Reconvene

Chair Guess reconvened the Quarterly Board of Regents Meeting and Committee Meetings at 4:15 p.m.

Finance Committee

Daniel Kemp – Chair
Eric Crigler
Katherine Farmer
Jerry Rhoads
Phil Schooley

Mr. Kemp called the Finance Committee to order at 4:15 p.m. and reported all other members were present.

Authorization for Issuance of General Receipts Refunding Bonds, 2019 Series A (refunding of 2009 Series A, resolution adopted)

Ms. Dudley introduced Mark Rawlings, Senior Vice President with Hilliard Lyons who presented the following with regard to refunding bonds issued for JH Richmond:

- This represents the first formal step in refinancing 2019 Series A bonds and work has taken place behind the scenes with Ms. Dudley, bond counsel and representatives from the Office of Financial Management.
- The Board is being asked to authorize a Resolution that will allow Hilliard Lyons to bring to market a competitive bond issue to refinance the 2019 Series A bonds. These bonds were originally issued for the JH Richmond project. An attempt was made to refinance the bonds two years ago but the federal government took away the ability to undertake a particular type of refunding mechanism and it was necessary to wait until now to propose moving forward.
- The refunding will be positive for the University because interest rates are currently very favorable. If bonds were sold right now, the old rate on the University’s bonds that would be refinanced was approximately 4.1 percent. Hilliard Lyons is looking to replace that with something in the 2.5 percent, maybe less, range. Rates are continuing to go lower and pricing will not be locked in until July 9. This represents \$30,000 per year in savings for the University at current rates.
- Taking this action will also free up cash that was funded with the original bonds. The original bonds were funded under the University’s General Receipts indenture and the old Housing and Dining indenture which made it necessary to fund a debt service reserve. Refinancing the bonds will free up approximately \$300,000 that will be used to make the last payment on 2019 bonds and provide funds for deferred maintenance projects.
- Once the Board authorizes the Resolution, the State Property and Building Commission and the Capital Projects and Bond Oversight Committee will also have to authorize the Resolution. A phone call will occur with Moody’s rating agency to receive a rating on the bonds and they will then be taken to market. The new rates will be locked in during the first week in July.
- This authorization will enable the University to issue approximately \$4,300,000 in General Receipts Refunding Bonds. The purpose of the bond issuance is to achieve debt service savings on the General Receipts Bonds, 2009 Series A by refunding the bonds maturing on or after September 1, 2020. Below is the preliminary savings schedule:

Murray State University General Receipts Bonds Refunding of Series 2009 Tax-Exempt Refinancing				
Date	Prior Debt Service	Refunding Debt Service	Savings	Present Value to 06/15/2019 @ 2.7673872%
06/30/2020	142,022.50	123,969.17	18,053.33	17,641.02
06/30/2021	142,022.50	126,315.00	15,707.50	14,889.38
06/30/2022	142,022.50	125,640.00	16,382.50	15,116.50
06/30/2023	568,322.50	554,715.00	13,607.50	12,205.09
06/30/2024	570,522.50	553,197.50	17,325.00	15,223.87
06/30/2025	567,022.50	550,955.00	16,067.50	13,758.05
06/30/2026	567,516.25	552,900.00	14,616.25	12,200.19
06/30/2027	566,700.00	549,010.00	17,690.00	14,430.53
06/30/2028	569,755.00	554,185.00	15,570.00	12,386.28
06/30/2029	571,760.00	558,250.00	13,510.00	10,488.41
	4,407,666.25	4,249,136.67	158,529.58	138,339.32

The bids will be reviewed by the University administration, the bond financial advisor (Hilliard Lyons), the bond attorney (Dinsmore & Shohl) and the Commonwealth of Kentucky’s Office of Financial Management.

On behalf of the Finance Committee, Mr. Rhoads moved that the Board of Regents, upon the recommendation of the President of the University, adopt the Resolution presented providing for

the authorization, issuance and sale of approximately \$4,300,000 in General Receipts Refunding Bonds, 2019 Series A, pursuant to the Trust Agreement dated as of May 1, 2007. Ms. Farmer seconded and the motion carried.

Full Board Action – Authorization for Issuance of General Receipts Refunding Bonds, 2019 Series A (refunding of 2009 Series A, resolution adopted)

On behalf of the Finance Committee, Mr. Kemp moved that the Board of Regents, upon the recommendation of the President of the University, adopt the attached Resolution providing for the authorization, issuance and sale of approximately \$4,300,000 in General Receipts Refunding Bonds, 2019 Series A, pursuant to the Trust Agreement dated as of May 1, 2007. Dr. Tharpe seconded and the roll was called with the following voting: Mr. Crigler, yes; Ms. Farmer, yes; Mrs. Gray, yes; Ms. Green, yes; Mr. Kemp, yes; Mr. Payne, yes; Mr. Rhoads, yes; Mrs. Rudolph, yes; Mr. Schooley, yes; Dr. Tharpe, yes and Mrs. Guess, yes. The motion carried unanimously.

(See Attachment #13)

2019-20 University Budget Executive Summary, Summary Budget and Salary Roster, approved

Mr. Kemp reported that the Board held two meetings focused on budget discussions and today represents the last discussion before adopting the final budget for the next fiscal year. Dr. Jackson expressed appreciation to Regent Kemp and Ms. Dudley and her team for the countless hours of work involved in putting together the budget being presented today. Included in the budget is a decrease of \$903,000 in state appropriations that had to be taken into consideration as part of the budgeting process. Undergraduate tuition and fees will increase by 1 percent, an Asset Preservation Fee has been implemented to address deferred maintenance needs, graduate online fees have been reduced by 50 percent, a cost-of-living adjustment (COLA) of 1 percent has been included for faculty and staff and the \$10.10 plan has been put into place. These last two items totaled slightly less than \$1 million of the overall budget. Residence hall room rates will increase by 2 percent, funding budgeted for deferred maintenance has increased by approximately \$1 million and overall there has been a \$3.8 million reduction.

Ms. Dudley confirmed the primary assumptions just outlined and highlighted other budget components as follows:

- The \$903,000 decrease in state appropriations has been built into the budget which has resulted from a combination of performance funding appropriations the University did not receive last year or for the current year. The University has been planning for this throughout the entire budgeting process and discussions continue with the CPE on the need to revise the Performance Funding Model.
- Work has been undertaken with the colleges and departments to identify how to handle the decreases in revenue that have resulted from enrollment declines as well as enable the University to address identified priorities. \$3.8 million in funds have been cut from the budget but expenditures only decreased by \$1.2 million. These cuts were necessary in order to fund priorities such as the COLA and \$10.10 plan.
- The total operating budget represents a decrease of \$6.8 million (4.3 percent decrease) from the prior year. This decrease is comprised of a \$1.2 million reduction for the Education and General (E&G) Fund and a decrease of \$5.6 million for Auxiliary Enterprises. The E&G decrease is due to declining enrollments for undergraduate students, decreasing state appropriations and implementation of the fourth year of the new scholarship model. Other factors related to the E&G Fund are the implementation of an Asset Preservation Fee, a cost-of-living increase of 1 percent for employees and the third and final phase of the non-exempt compensation adjustment to \$10.10 per hour. The only growth factor included in the budget is what will be needed to cover new scholarship dollars.
- The discount budget is also decreasing next year due to flat enrollment. Fewer discounts were paid out during the current year so that budget will be decreased next year. The budget has been increased for some new scholarship programs which were identified on Schedule A presented to the Board. Funded scholarship programs include the military discounts added this past year for Fall 2019, Illinois housing awards, new international programs and \$1.2 million to fund the fourth year of the Fall 2016 tuition model. Fall 2019 represents the fourth year of the new tuition model (Summer 2016 admits). The University continues to operate with two different models and scholarships continue to be provided for students who entered the University in Fall 2016. The class coming in for Fall 2019 represents the last class associated with the Fall 2016 tuition model. All new scholarship amounts total \$1.8 million and that growth factor is included under tuition and fees.
- The 1 percent COLA increase and the non-exempt employee adjustment as part of the \$10.10 plan total slightly less than \$1 million. As part of the budgeting process there was also a decrease of 21 FTEs in the General Fund. Overall, FTEs decreased by 102.3 and this includes and 81 FTE decrease

in auxiliaries due to outsourcing Dining Services. This budget reflects 102 FTEs less than last year's budget and this is significant for the University. The 21 FTEs eliminated represent vacant positions due to retirements or Faculty Transitional Retirement Contracts. Budgets for benefits decreased due to the change in FTEs, with many of these positions being fully funded with benefits for FY19. A request was made for the Board to be provided with a long-term history related to FTEs.

- In order to address deferred maintenance needs, the Board and the CPE approved the Asset Preservation Fee of \$7 per credit hour (to be capped at 12 credit hours per semester). This action is expected to generate \$1 million in revenues designated in the budget for deferred maintenance for FY20. The Board and CPE also approved increasing this fee to \$10 per credit hour to be capped at 15 credit hours per semester, effective Fall 2020.
- Also included in the budget is an increase in Consolidated Educational Renewal and Replacement (CERR) funds interest income of \$300,000. This provides for offsetting the \$300,000 increase in expenditures budgeted for the CERR Fund which currently supports the facilities roof plan.
- In addition to the Asset Preservation Fee, changes in course fees and other revenues have also been budgeted. Significant increases in athletic revenues have been included based on projections made by the new Director of Athletics. These revenues will fund increased expenditures. This amounts to a total decrease of \$1.2 million for the E&G Fund.
- Expenditure changes include the COLA adjustment and funding the final phase of the \$10.10 plan, faculty and staff awards and faculty promotions, \$2.1 million from the elimination of positions (21 FTEs) and a reduction in pooled positions and operations and unit reductions of \$1 million. Priority items are also included and have been discussed all year – additional funds for recruitment staffing, health services support and utility and deferred maintenance increases and these total approximately \$1.2 million. A \$2 million contingency is also included in the budget. These items represent what will be funded this year if the budget is approved as presented. The total E&G budget for this year is \$123 million.
- Auxiliaries decreased significantly because all revenues from Dining Services are now gone, as well as all expenditures from that unit, resulting in a total \$12 million reduction in auxiliaries. This represents a significant decrease in the University's budget. The \$7.2 million in income expected from Sodexo has been budgeted and includes investment monies the University is receiving this year for Chick-fil-A, Starbucks, Einstein Bros. Bagels and Thoroughbred Room renovations. There were no significant changes in housing auxiliaries although additional revenue has been built into the budget for JH Richmond.
- Graphs were presented illustrating total expenditures by program and category illustrating where the \$1.2 million in decreases occurred. Information over the last three years related to types of expenditures was also provided. Over this period, salaries and fringe benefits decreased and all other expenditure types have also decreased or remained the same. The largest part of the University budget – approximately 75 percent – relates to salaries and benefits. A chart was presented related to scholarships which also represents a significant portion of the budget. This year – as was the case last year – over \$40 million has been budgeted for scholarships. Regional discounts and academic achievement scholarships represent the largest component of this sector of the budget.
- The Salary Roster was provided for Board approval. The budget also includes a \$2.1 million investment for the development of online courses/programs and this represents one-time programmatic funding. The source of funding for this initiative is carryovers from web course fees.
- The budget presented does not provide for an increased contribution to KERS (to 84 percent), meaning this has not been funded. Confirmation was provided that budgeted fringe benefits are based on current rates and there is not a contingency in the budget for any changes.

On behalf of the Finance Committee, Ms. Farmer moved that the Board of Regents, upon the recommendation of the President of the University, approve the 2019-20 University Budget Executive Summary, Summary Budget and Salary Roster as submitted. Mr. Rhoads seconded and the motion carried.

Full Board Action –2019-20 University Budget Executive Summary, Summary Budget and Salary Roster, approved

On behalf of the Finance Committee, Mr. Kemp moved that the Board of Regents, upon the recommendation of the President of the University, approve the attached 2019-20 University Budget Executive Summary, Summary Budget and Salary Roster. Mr. Crigler seconded and the roll was called with the following voting: Mr. Crigler, yes; Ms. Farmer, yes; Mrs. Gray, yes; Ms. Green, yes; Mr. Kemp, yes; Mr. Payne, yes; Mr. Rhoads, yes; Mrs. Rudolph, yes; Mr. Schooley, yes; Dr. Tharpe, yes and Mrs. Guess, yes. The motion carried unanimously.

(See Attachments #14, #15 and #16)

Non-Resident Tuition Model Revision, approved

Dr. Jackson reported that since Fall 2018 the administration has been reviewing revisions to the non-resident tuition and discount model. This model was last revised for students admitted after Summer 2016. For recruiting purposes, tuition rate simplification and other market factors such as access and affordability, a revision is necessary. In addition, Stamats and many others support this recommendation. Ms. Dudley reported the following:

- Numerous models and scenarios have been developed to determine what might work not only from a financial standpoint but how the University can attract additional students. Quality is important but students are looking for economy and value and the University must be competitive in this arena. A great deal of research has been conducted and this included a review of other universities in Kentucky and regional states and an analysis has been undertaken accordingly. Competition among universities has also necessitated this analysis to ensure the University positions itself to be competitive with sister schools in the state but also within the region. Other universities are expanding their outreach and Murray State must do the same. Consideration was given to current yield and potential areas for growth in Kentucky, nationally and internationally. The Alumni/Legacy Award is being reimplemented because historically this has yielded as many as 90 to 100 students per year. Preparations are also underway for online growth with regional part-time rates.
- Information was presented on where Murray State students come from utilizing Fall 2018 enrollment data and Fall 2019 rates. This data illustrates that 42 percent of first-time freshmen come from the 18-county service region and 24.1 percent are from other counties in Kentucky – making up over 66 percent of the freshman class (1,319 students). First-time freshmen students from Illinois, Tennessee, Indiana, Missouri, Arkansas, Alabama and other states, as well as international students, represent 33.9 percent of the freshman class. Dr. Jackson reported that approximately 16,000 college-aged students per year leave the state of Illinois to attend college elsewhere and the new non-resident tuition model corrects the rates being charged for this population. For Fall 2018, 67 percent of first-time transfer students (557 total) came from the University's 18-county service region and 33 percent are coming from outside the state. No first-time transfer students came from counties outside the service region and this represents an area of opportunity. Efforts are being made to increase the percentage of enrolled Kentucky students from several counties and targeted areas for growth have been identified. Alumni/Legacy students are being targeted throughout the world.
- Confirmation was provided that the proposed tuition model will apply to new first-time freshmen and transfer students. A recommendation was made to add Mississippi (Metro-Memphis area) to the non-resident tuition model. The University of Mississippi and Mississippi State University have reciprocal tuition rate agreements with the Commonwealth of Kentucky if students have a minimum ACT score. It was suggested that there could also be opportunities in Mississippi related to the junior college system for transfer students and potential agreements in this regard should be considered. Confirmation was provided that consideration is also being given to adding additional regional states as the model progresses. Students within a radius of 250 to 300 miles represent the ideal target market. Confirmation was provided that consideration is being given to adding new recruiters to focus on these key recruitment areas.
- Some of the University's sister schools already have in place programs such as EDGE at Northern Kentucky University, TIP at Western Kentucky University, SMART at Eastern Kentucky University and REDHAWK at Southeast Missouri State University.
- The proposed non-resident tuition model rate structure includes two gross rates and four net rates. No changes are being proposed for the regional states or in border state counties currently receiving the resident rate. The Illinois regional rate is being adjusted to the norm of regional rates and the Tennessee regional rate remains unchanged. Based on the recommendation made earlier, Mississippi will now be added as a regional rate state. The numbers presented have not been adjusted to take into consideration the Merit Scholarship grid.
- Data for Fiscal Years 2019 and 2020 was presented showing approved rates, along with the tentative gross rates for Fiscal Year 2021 (Fall 2020). A schedule showing net tuition rates was also presented by residency. Work is also underway to create a simplified tuition calculator so students can type in their ACT, GPA and home state and know what their tuition will be at Murray State. Four tuition rates – Kentucky and border counties, regional states, Tennessee and other domestic/international – are being proposed.
- Model assumptions include the following:
 - Model applies only to new first-time students admitted for Fall 2020 or after.
 - Model will grow for four years.
 - All students admitted for terms beginning prior to Fall 2020 will remain on their current tuition rate and scholarship plan.
 - The model is based on Fall 2018 enrollments and Spring 2019 estimated enrollments at 88 percent of Fall 2018 and FY19-20 Board-approved tuition rates.
 - Tuition rates for full undergraduate online programs remain at the Kentucky resident rate for all students, regardless of residency.
 - Final gross and net tuition and fee rates will be brought back to the Board in 2020 for specific approval. The rates will be marketed as proposed rates for now.

- All regional students will continue to be eligible for Academic Achievement Merit Scholarships, in addition to the Racer Advantage Award (regional discount). These awards are based on performance and will be applied on top of the net tuition rates just presented. Tuition rates for full-online undergraduate programs are expected to remain at the Kentucky rate for all students enrolled in these programs. Currently the regional tuition rate is only available for full-time students and they are required to live in campus housing through their junior year in order to receive the discount. Under the new model, the regional tuition rate will be available for full- and part-time students and juniors will no longer be required to live in campus housing to receive the regional rate. A concern was expressed in regard to when these students are no longer required to live on campus that will further reduce housing occupancy rates. Confirmation was provided that an effort is being made to address current housing concerns and this represents one component of this work. Confirmation was also provided that students receiving large scholarship awards from the University tend to live on campus longer because the awards are not refundable but can be applied to campus housing charges. No University scholarship dollars are affected by the junior residency requirement change being proposed.
- Completion of the FAFSA has never been required for students to receive the regional tuition discount and will not be required for students to receive the Racer Advantage Award. FAFSA completion continues to be required for students to be eligible for any scholarship dollars such as competitive awards, Academic Achievement Scholarships and other types of aid.
- Proposed scholarship enhancements to go along with the new tuition model for first-time, full-time students admitted Fall 2020 or after include the return of the Alumni Legacy Grant which waives the difference between the Kentucky resident rate and the non-resident rate. All Kentucky transfer students with a 3.25 GPA and 45 transferrable hours are eligible for a \$1,500 per year transfer student scholarship. This is higher for non-Kentucky students based on the rate they pay but because of the significant rate change all transfer students, if they meet the academic criteria, will receive \$1,500 per year, regardless of where they are from. Members of the *Phi Theta Kappa Honors Society* for community college students will be eligible for a \$500 per year scholarship if they transfer to Murray State. Students from international universities that have become partner schools with Murray State are eligible to receive a \$2,000 per year Partner School Award. Existing international scholarships will be eliminated due to the significantly reduced tuition rates. It is believed these changes will better position the University in terms of recruitment for these international students. Current students will continue to receive these awards if they qualify. Due to the international scholarship grid being eliminated, a merit-based \$1,000 per year Global Scholarship for full-time international students is proposed. A one-time, non-renewable scholarship for all participants in Murray State's *Racer Academy* in the amount of \$500 per year is also being proposed. All scholarship enhancements will be funded from existing scholarship budgets for Fiscal Year 2021 (FY21) and scholarship guidelines will be developed for each program. An additional scholarship change is elimination of the Co-op/Internship Awards that reduced the Summer hourly rate to the Kentucky resident rate. Hours earned during the Summer for these will be charged at the student's residency rate. The scholarship budgets are not included in the break-even point indicated for the model but it will be the University's responsibility to fund these from existing scholarship dollars.
- Break-even for the new tuition model is the enrollment of under 100 FTE (incremental) for first-time students for Fall 2020. This mix can include first-time freshmen and transfers and in-state, regional, online, alumni, other U.S. or international students. This enrollment goal will have to be continued with incremental students for Fall 2021, 2022 and 2023. Confirmation was provided that having recruiters on-site at the essential recruitment locations will be key.
- Recruiting based on data is vitally important to future enrollment growth and marketing efforts related to this new tuition model will begin quickly. Data is being monitored by high school and by state with specific goals for each.

On behalf of the Finance Committee, Mr. Crigler moved that the Board of Regents, upon the recommendation of the President of the University, approve the proposed tentative non-resident gross tuition rates, non-resident awards model and other criteria and the scholarship enhancements as presented, with the addition of Mississippi as a regional tuition state. Each of these items will be subject to final approval by the Board of Regents and potentially the Council on Postsecondary Education as part of the Fiscal Year 2020-21 budget development process. Mr. Rhoads seconded and the motion carried.

Full Board Action – Non-Resident Tuition Model Revision, approved

On behalf of the Finance Committee, Mr. Kemp moved that the Board of Regents, upon the recommendation of the President of the University, approve the proposed tentative non-resident gross tuition rates, non-resident awards model and other criteria and the scholarship enhancements as outlined below, with the addition of Mississippi as a regional tuition state. Each of these items will be subject to final approval by the Board of Regents and potentially the

Council on Postsecondary Education as part of the Fiscal Year 2020-21 budget development process.

		FY19 Approved Rates	FY20 Approved Rates	FY21 <i>Tentative Gross Rates</i>	FY21 <i>Racer Advantage Award</i>	FY21 Tentative Net Rates
Annual Rates:						
Kentucky		\$ 9,084	\$ 9,168	\$ 9,168	\$ -	\$ 9,168
Kentucky - Other		\$ 9,084	\$ 9,168			\$ 9,168
Border Counties:						
Illinois - Instate		\$ 9,084	\$ 9,168	\$ 18,348	\$ (9,180)	\$ 9,168
Indiana - Instate		\$ 9,084	\$ 9,168	\$ 18,348	\$ (9,180)	\$ 9,168
Tennessee Reciprocity		\$ 9,084	\$ 9,168	\$ 9,168	\$ -	\$ 9,168
Tennessee - Instate		\$ 9,084	\$ 9,168	\$ 18,348	\$ (9,180)	\$ 9,168
Regional States:						
Alabama		\$ 11,004	\$ 11,112	\$ 18,348	\$ (7,488)	\$ 10,860
Arkansas		\$ 9,600	\$ 9,696	\$ 18,348	\$ (7,488)	\$ 10,860
Illinois		\$ 16,176	\$ 16,332	\$ 18,348	\$ (7,488)	\$ 10,860
Indiana		\$ 11,880	\$ 12,000	\$ 18,348	\$ (7,488)	\$ 10,860
Missouri		\$ 10,548	\$ 10,656	\$ 18,348	\$ (7,488)	\$ 10,860
Tennessee		\$ 9,600	\$ 9,696	\$ 18,348	\$ (8,652)	\$ 9,696
Other:						
Other Domestic		\$ 24,540	\$ 24,792	\$ 18,348	\$ (4,428)	\$ 13,920
International		\$ 24,540	\$ 24,792	\$ 18,348	\$ (4,428)	\$ 13,920

Mr. Payne seconded and the roll was called with the following voting: Mr. Crigler, yes; Ms. Farmer, yes; Mrs. Gray, yes; Ms. Green, yes; Mr. Kemp, yes; Mr. Payne, yes; Mr. Rhoads, yes; Mrs. Rudolph, yes; Mr. Schooley, yes; Dr. Tharpe, yes and Mrs. Guess, yes. The motion carried unanimously.

Kentucky Employees Retirement System Contingency Plan, approved

Dr. Jackson reported that in anticipation of no legislative action regarding a KERS employer contribution rate freeze, a contingency plan for Fiscal Year 2020 (FY20) has been prepared. This plan assumes the current employer contribution rate of 49.47 percent will increase to 83.43 percent. The estimated increase in employer contribution for the KERS rate increase, based on the FY20 Board of Regents’ Budget, is \$3,733,000 (Education and General) and \$306,000 (Auxiliaries) for a total of \$4,039,000 for Murray State. Multiple decisions will need to be made during the upcoming year to minimize the impact of this rate increase for future periods; however, the plan presented would address the full amount for FY20.

It is being proposed that the increase for the Education and General portion (for FY20) be taken from General Fund reserves not designated for other purposes. This amount will be repaid to the General Fund through annual budgeted minimum repayments of \$373,300, over a period not to exceed ten years, beginning in the FY21 budget. A schedule of unrestricted net assets was previously presented to the Board of Regents on November 12, 2018. The Auxiliary portion for FY20 has been included in the operating budget for the residence halls, University Bookstore and auxiliary services. The plan presented does not consider the funding of recurring rate increases or the payoff of any unfunded liability.

Mr. Kemp added it is hoped the Legislature will act between now and the end of this month to grant relief so the retirement contribution rate remains at 49.47 percent for KERS. In the event this does not occur, what is being presented represents a contingency plan to utilize money from reserves for FY19-20. Confirmation was provided that if the Legislature does not act the following year, as well as into the future, this would represent an annual recurring cost to the institution. For this particular action item an amount will be included in the budget each year (up to ten years) to pay back what is being utilized from General Contingency Fund reserves.

On behalf of the Finance Committee, Mr. Rhoads moved that the Board of Regents, upon the recommendation of the President of the University, approve the Kentucky Employee Retirement System Contingency Plan to use General Fund reserves for any Fiscal Year 2020 employer rate increases and repay over a period not to exceed ten years from budgeted repayments, beginning in the Fiscal Year 2021 budget. Mr. Crigler seconded and the motion carried.

Full Board Action – Kentucky Employees Retirement System Contingency Plan, approved

On behalf of the Finance Committee, Mr. Kemp moved that the Board of Regents, upon the recommendation of the President of the University, approve the Kentucky Employee Retirement System Contingency Plan to use General Fund reserves for any Fiscal Year 2020 employer rate increases and repay over a period not to exceed ten years from budgeted repayments, beginning in the Fiscal Year 2021 budget. Ms. Farmer seconded and the roll was called with the following voting: Mr. Crigler, yes; Ms. Farmer, yes; Mrs. Gray, yes; Ms. Green, yes; Mr. Kemp, yes; Mr. Payne, yes; Mr. Rhoads, yes; Mrs. Rudolph, yes; Mr. Schooley, yes; Dr. Tharpe, yes and Mrs. Guess, yes. The motion carried unanimously.

Outsourcing Options Authorization, authorized

The University continues to review options to minimize the financial impact of increasing KERS rates and pension liabilities. All options should be considered for long-term financial sustainability. In an effort to determine the most impactful options, added outsourcing opportunities will be reviewed. These opportunities may minimize the impact of KERS rates and liabilities and will ensure continued jobs within the community and region. The Board will be updated when/if outsourcing Requests for Proposals are issued.

On behalf of the Finance Committee, Mr. Rhoads moved that the Board of Regents, upon the recommendation of the President of the University, authorize the continued exploration of outsourcing options and issue the necessary Requests for Proposals that may be in the best interest of the University. Mr. Crigler seconded and the motion carried.

Full Board Action – Outsourcing Options Authorization, authorized

On behalf of the Finance Committee, Mr. Kemp moved that the Board of Regents, upon the recommendation of the President of the University, authorize the continued exploration of outsourcing options and issue the necessary Requests for Proposals that may be in the best interest of the University. Mrs. Gray seconded and the motion carried unanimously.

CFSB Center Basketball Floor Surplus Authorization, approved

Mr. Kemp reported that the Board is being asked to approve declaring the current basketball floor in the CFSB Center as surplus property so that it can be disposed of in accordance with statute. This agenda item was outlined in detail during the Athletics Committee meeting.

On behalf of the Finance Committee, Ms. Farmer moved that the Board of Regents, upon the recommendation of the President of the University, approve the sale of the existing CFSB Center basketball floor considered to be surplus property, per the requirements of Kentucky Revised Statute (KRS) 45A.365. Mr. Crigler seconded and the motion carried.

Full Board Action – CFSB Center Basketball Floor Surplus Authorization, approved

On behalf of the Finance Committee, Mr. Kemp moved that the Board of Regents, upon the recommendation of the President of the University, approve the sale of the existing CFSB Center basketball floor considered to be surplus property, per the requirements of Kentucky Revised Statute 45A.365. Ms. Farmer seconded and the motion carried unanimously.

Hematology Analyzer Surplus Authorization, authorized

Ms. Dudley reported that a hematology analyzer was purchased by University Health Services in 2011 for \$12,900. The University does not have any other use for this equipment and it is considered to be surplus property. The new company leasing the Health Services space and opening a working clinic has inquired about purchasing this piece of equipment.

Per the requirements of KRS 45A.425 Sale of Excess Property, Murray State University proposes that this specific surplus property be sold at an established market value or sold through a public auction (per KRS 45A.365). The established market value will be determined by researching online auction sites and soliciting an estimate from the original vendor. Net

proceeds will be placed in the sale of surplus pool, which is used to address deferred maintenance needs.

On behalf of the Finance Committee, Ms. Farmer moved that the Board of Regents, upon the recommendation of the President of the University, authorize the sale of the hematology analyzer considered surplus property per the requirements of Kentucky Revised Statute 45A.425 and KRS 45A.365. Mr. Rhoads seconded and the motion carried.

Full Board Action – Hematology Analyzer Surplus Authorization, authorized

On behalf of the Finance Committee, Mr. Kemp moved that the Board of Regents, upon the recommendation of the President of the University, authorize the sale of the hematology analyzer considered surplus property per the requirements of Kentucky Revised Statute 45A.425 and KRS 45A.365. Mrs. Rudolph seconded and the motion carried unanimously.

Projects Approved by the Board of Regents Chair, approved

Ms. Dudley reported that Delegation of Authority Item #20 states that "...Prior to moving forward, all projects costing over \$200,000 and up to the threshold denoted by Kentucky statute should be reviewed by the Board Chair and the President and a determination made in terms of those projects requiring further Board approval."

Two schedules listing projects initiated since the last Board report include:

1. Projects with estimated costs of \$200,000 or less
2. Projects with estimated costs of over \$200,000 which were reviewed by the Board Chair and President

Designation of funding is obtained from the Board to allow the institution to report the funds in the listed projects as "Board Designated" in the quarterly financial reports and annual audit. Clarification was provided that the schedule of projects with a cost over \$200,000 has not actually been reviewed by the Board Chair due to the timing of this meeting.

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

Full Board Action – Projects Approved by the Board of Regents Chair, approved

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

(See Attachments #17 and #18)

Personal Services Contracts, approved

Ms. Dudley reported that Item #11 of the Delegation of Authority stipulates that the Board: "...approve all Personal Services Contracts totaling more than \$50,000. The Board will be notified of all Personal Services Contracts between \$10,000 and \$50,000 before they are submitted to the Legislative Research Commission. Upon review, individual Board members may request that these be held for approval at the next Board meeting." A listing of all projects which require approval by the Board of Regents was included in the eBoard book.

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

Full Board Action – Personal Services Contracts, approved

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

(See Attachment #19)

Adjournment

The Finance Committee adjourned at 5:47 p.m.

Chair Guess expressed appreciation to Regent Kemp for his leadership of the Finance Committee over the past year.

Legislative and Economic Development Committee

Jerry Rhoads – Chair
Daniel Kemp
J. T. Payne

Mr. Rhoads called the Legislative and Economic Development Committee to order at 5:47 p.m. and reported all other members were present.

Legislative Update, report received

Mr. Rhoads reported that there has not been a great deal of definitive word from Frankfort regarding a Special Session. The Governor has agreed to some changes suggested by House leadership but there is no indication at this point that there is consensus in terms of enough votes to pass a pension bill. The legislative team, including Dr. Jackson; Ronny Pryor, Legislative Lobbyist and Mr. Smith are monitoring this issue consistently due to its critical importance to this University. Another issue is whether this will become an appropriation bill which requires 60 votes as opposed to a majority.

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

Adjournment

The Legislative and Economic Development Committee adjourned at 5:50 p.m.

Chair Guess expressed appreciation to Regent Rhoads and stated that his experience as a State Senator has been invaluable to this Board. His role as Director of Athletics Search Committee Chair involved a great deal of time and clearly the best person came to the table. Appreciation was expressed to Mr. Rhoads for his leadership in both of these areas.

Policy Changes

Board of Regents Policy Manual Section 1.1 – Bylaws of the Board of Regents – Addition of Section G, approved and adopted

Dr. Jackson reported that in the 2017 Regular Session the Kentucky General Assembly passed, and the Governor signed, Senate Bill 107 styled “An act relating to gubernatorial appointments and declaring an emergency.” This enacted legislation, *inter alia*, made provisions for the removal of members of the Board of Regents for cause and in order for the Board to comply with applicable proportional representation, in accordance with the terms, processes and procedures of amended Kentucky Revised Statute (KRS) 63.080. The amended statute also provides procedures for removing all appointed members of the Board for cause.

Senate Bill 107 also amended KRS 164.350, which relates to Murray State University, to provide an revised section two which states:

Each board shall adopt bylaws, rules, and regulations for the governance of its members, officers, agents, and employees, which shall reference the member removal and replacement provisions of KRS 63.080, and the board shall enforce obedience to such bylaws, rules, and regulations.

In order to comply with KRS 164.350(2) the Board of Regents must amend its *Bylaws* as well as the *Personnel Policies and Procedures Manual* and the *Faculty Handbook*. This represents the second reading of the *Bylaws* by the Board. Those *Bylaws* can be found at *Section 1.1* of the *Board of Regents Policy Manual*. Section 1.1(F) provides:

Amendments.

Amendments of these Bylaws may be proposed by any member at any duly constituted meeting of the Board but will not be acted upon until the next meeting. Adoption of amendments shall require a vote of a majority of the members.

In accordance with *Board of Regents Policy Manual Section 1.1(F)*, a first reading of the following proposed new *Section 1.1(G)* to the *Bylaws in the Policy Manual* for the Murray State University Board of Regents occurred on March 1, 2019:

G. *Removal*

Members of the Board are subject to removal and replacement in accordance with KRS 63.080 and its provisions, processes, and procedures.

Ms. Farmer moved that the Board of Regents, upon the recommendation of the President of the University, approve and adopt the new *Board of Regents Policy Manual Section 1.1(G)* for inclusion in the *Bylaws* and direct that similar language be included in the *Personnel Policies and Procedures Manual* and the *Faculty Handbook*. Ms. Green seconded and the motion carried unanimously.

Faculty Handbook Revision, accepted

Dr. Jackson reported that a series of edits to update language, titles, etc. in the *Faculty Handbook* have been undertaken but no new policies have been developed and no recommendations for policy changes are being made.

Ms. Farmer moved that the Board of Regents, upon the recommendation of the President of the University, accept the recent *Faculty Handbook* changes as presented. Mr. Payne seconded and the motion carried unanimously.

Personnel Changes

Contract of Employment Amendment – President Robert L Jackson, approved

Chair Guess reported that Murray State University entered into a Contract of Employment with Dr. Robert L Jackson to serve as President of the University on March 19, 2019, pursuant to his appointment by the Board of Regents on March 1, 2019.

In order to align this Contract of Employment with the University's fiscal year, an amendment is being proposed as follows: "The effective date of the Contract of Employment is March 1, 2019. Effective July 1, 2019, Dr. Jackson's term of appointment as President of Murray State University will be from July 1, 2019, through June 30, 2023." No other revisions or changes are being made to the initial Contract of Employment.

Mr. Payne moved that the Board of Regents, upon the recommendation of the Chair of the Board, approve the amendment to the Contract of Employment for President Robert L Jackson to reflect a term of appointment as President of Murray State University from July 1, 2019, through June 30, 2023. Ms. Farmer seconded and the roll was called with the following voting: Mr. Crigler, yes; Ms. Farmer, yes; Mrs. Gray, yes; Ms. Green, yes; Mr. Kemp, yes; Mr. Payne, yes;

Mr. Rhoads, yes; Mrs. Rudolph, yes; Mr. Schooley, yes; Dr. Tharpe, yes and Mrs. Guess, yes.
The motion carried unanimously.

(See Attachment #20)

Faculty Sabbatical Leave Postponement – Dr. Maeve McCarthy, granted

Dr. Jackson reported that at the March 1, 2019, Board of Regents Meeting Maeve McCarthy was approved for a Faculty Sabbatical Leave for the 2020 Spring Semester, with full salary. Recently, Dr. McCarthy was asked to serve during this next academic year as the Interim Assistant Dean of the *Jesse D. Jones College of Science, Engineering and Technology* which has prompted the request for postponement of the Faculty Sabbatical Leave.

Ms. Farmer moved that the Board of Regents, upon the recommendation of the President of the University, grant the request to postpone the Faculty Sabbatical Leave approval for Dr. McCarthy until the Spring 2021 Semester, under the previously-approved conditions. Mrs. Rudolph seconded and the motion carried unanimously.

Reaffirmation of General Counsel Appointment – Robert L. Miller, reaffirmed

Dr. Jackson reported that the Board of Regents approved the appointment of Mr. Robert L. Miller as Murray State University’s new General Counsel at the Quarterly Meeting on March 9, 2018. As a result of approval of the *Delegation of Authority* (Item #14) at the March 12, 2014, Quarterly Board of Regents Meeting and last reviewed at the August 30, 2018, Annual Retreat, the Board is responsible for the appointment of the University’s external auditors, its General Counsel and the Internal Auditor.

Mr. Rhoads moved that the Board of Regents, upon the recommendation of the President of the University, reaffirm the appointment of Mr. Robert L. Miller as General Counsel for fiscal year 2019-20 at an annual salary of \$146,450, effective July 1, 2019. Mr. Crigler seconded.

Regent Kemp expressed appreciation to General Counsel for doing a very good job in his first year and all are glad to have him on board.

The roll was called with the following voting: Mr. Crigler, yes; Ms. Farmer, yes; Mrs. Gray, yes; Ms. Green, yes; Mr. Kemp, yes; Mr. Payne, yes; Mr. Rhoads, yes; Mrs. Rudolph, yes; Mr. Schooley, yes; Dr. Tharpe, yes and Mrs. Guess, yes. The motion carried unanimously.

Reaffirmation of Internal Auditor Appointment – Michelle Saxon, reaffirmed

Mr. Kemp moved that the Board of Regents, upon the recommendation of the President of the University, reaffirm the appointment of Mrs. Michelle Saxon as Internal Auditor for fiscal year 2019-20 at an annual salary of \$65,396, effective July 1, 2019. Mr. Schooley seconded and the roll was called with the following voting: Mr. Crigler, yes; Ms. Farmer, yes; Mrs. Gray, yes; Ms. Green, yes; Mr. Kemp, yes; Mr. Payne, yes; Mr. Rhoads, yes; Mrs. Rudolph, yes; Mr. Schooley, yes; Dr. Tharpe, yes and Mrs. Guess, yes. The motion carried unanimously.

2019-20 Faculty Promotion Recommendations, approved

Regent Farmer indicated she is recusing herself from the vote for the next two agenda items due to the fact that she participated in the promotion and tenure process related to these faculty members.

Chair Guess reported that the faculty listed below have been recommended for promotion to the respective rank, effective with the 2019-20 academic year.

<u>NAME</u>	<u>PROMOTE TO</u>	<u>DEPARTMENT</u>
Andrew Black*	Associate	English and Philosophy
Maribeth Crawford*	Associate	Music
Elizabeth Donovan	Associate	Mathematics and Statistics
Jeff Henry*	Associate	Library
Ben Littlepage*	Associate	Educational Studies, Leadership and Counseling

Diane Nititham	Associate	Political Science and Sociology
Kristin Reeves*	Associate	Art and Design
Roxane Riegler*	Associate	Global Languages and Theatre Arts
Jared Rosenberger*	Associate	Political Science and Sociology
Jerod Seib*	Associate	Political Science and Sociology
Matthew Tennyson*	Associate	Computer Science and Information Systems
Miranda Terry*	Associate	Applied Health Sciences
Randal Wilson*	Associate	Educational Studies, Leadership and Counseling
Susana Bloomdahl	Professor	Educational Studies, Leadership and Counseling
Kathy Callahan	Professor	History
Michael Flinn	Professor	Biological Sciences
Katy Garth	Professor	Nursing
Marjorie Hilton	Professor	History
Ashley Ireland	Professor	Library
Robert Jackson*	Professor	Economics and Finance
Kevin Miller	Professor	Chemistry
Christopher Mitchell	Professor	Music
Naveen Musunuru	Professor	Agriculture
Lynn Patterson	Professor	Early Childhood and Elementary Education
David Pizzo	Professor	History
Michelle Santiago	Professor	Agriculture
Timothy Schroeder	Professor	Mathematics and Statistics
Paul Walker	Professor	English and Philosophy

*Faculty also being recommended for tenure.

Mr. Payne moved that the Board of Regents, upon the recommendation of the Chair of the Board of Regents, approve the above-named faculty for promotion, effective with the 2019-20 contracts. Mrs. Rudolph seconded and the roll was called with the following voting: Mr. Crigler, yes; Ms. Farmer, pass; Mrs. Gray, yes; Ms. Green, yes; Mr. Kemp, yes; Mr. Payne, yes; Mr. Rhoads, yes; Mrs. Rudolph, yes; Mr. Schooley, yes; Dr. Tharpe, yes and Mrs. Guess, yes. The motion carried.

2019-20 Faculty Tenure Recommendations, approved

Chair Guess reported that the faculty listed below are recommended for the granting of tenure, effective with the 2019-20 academic year.

<u>NAME</u>	<u>DEPARTMENT</u>	<u>PRESENT RANK</u>
Andrew Black*	English and Philosophy	Assistant
Cory Brown	Early Childhood and Elementary Education	Assistant
Maribeth Crawford*	Music	Assistant
Kristan Erdmann	Applied Health Sciences	Assistant
Jeff Henry*	Library	Assistant
Robert Jackson*	Economics and Finance	Professor
Vladyslav Krotov	Computer Science and Information Systems	Associate
Ben Littlepage*	Educational Studies, Leadership and Counseling	Assistant
Priscilla Maghrabi	Applied Health Sciences	Assistant
Diane Nititham*	Political Science and Sociology	Assistant
Thomas Pharis	Educational Studies, Leadership and Counseling	Assistant
Kristin Reeves*	Art and Design	Assistant
Roxane Riegler*	Global Languages and Theatre Arts	Assistant
Jared Rosenberger*	Political Science and Sociology	Assistant
Jerod Seib*	Political Science and Sociology	Assistant
Melony Shemberger	Journalism and Mass Communications	Associate
Matthew Tennyson*	Computer Science and Information Systems	Assistant
Miranda Terry*	Applied Health Sciences	Assistant
Randal Wilson*	Educational Studies, Leadership and Counseling	Assistant

*Faculty also being recommended for promotion to the next highest rank.

Dr. Tharpe moved that the Board of Regents, upon the recommendation of the Chair of the Board of Regents, award tenure to the above-named faculty, effective with the 2019-20 contracts. Mrs. Rudolph seconded and the roll was called with the following voting: Mr. Crigler, yes; Ms. Farmer, pass; Mrs. Gray, yes; Ms. Green, yes; Mr. Kemp, yes; Mr. Payne, yes;

Mr. Rhoads, yes; Mrs. Rudolph, yes; Mr. Schooley, yes; Dr. Tharpe, yes and Mrs. Guess, yes.
The motion carried.

Resolutions of Appreciation, approved

Resolution of Appreciation – Retiring Faculty and Staff

Ms. Farmer moved that the Board of Regents, upon the recommendation of the President of the University, approve the Resolution of Appreciation for retiring faculty and staff as follows:

BOARD OF REGENTS MURRAY STATE UNIVERSITY Resolution

WHEREAS, the following faculty and staff members of Murray State University are retiring or have retired during the 2018-19 year:

Debbie Bell – Department of English and Philosophy, 11 years
Randal Black – Department of Music, 33 years
David Brasfield – *Arthur J. Bauernfeind College of Business*, 33 years
Judy Brookhiser – Department of Community Leadership and Human Services, 29 years
Ogden Brown – Department of English and Philosophy, 28 years
Renee Campoy – Department of Adolescent, Career and Special Education, 23 years
Joseph DeBella – Department of Adolescent, Career and Special Education, 17 years
Terry Derting – Department of Biological Sciences, 26 years
Jacqueline Hansen – Department of Early Childhood and Elementary Education, 19 years
Marcia Hobbs – School of Nursing and Health Professions, 23 years
James McCoy – Department of Economics and Finance, 34 years
Sandra Miles – Department of Management, Marketing and Business Administration, 28 years
Martin Milkman – Department of Economics and Finance, 32 years
William Mulligan – Department of History, 26 years
Masaru Okuda – Telecommunications System Management-Business Match, 12 years
Helen Roulston – Department of English and Philosophy, 55 years
Steven Schneiderman – Institute of Engineering, 30 years
Meenu Singh – Department of Computer Science and Information Systems, 17 years

Randy Barnett – Facilities Management, 15 years
Elizabeth Brubaker – Department of Chemistry, 25 years
Richard Burkeen – Facilities Management, 22 years
Deborah Burkeen – Dining Services, 32 years
Michael Eaves – Facilities Management, 13½ years
Kurt Engelhardt – Center for Adult and Regional Education-*Paducah Campus*, 5½ years
MaryAnn Gardner – Office of the Provost and Vice President for Academic Affairs, 30 years
Dorothy Garland – Facilities Management, 19½ years
Kathy Garrison – Office of Graduate Admissions, 22½ years
Kenneth Gibson – Facilities Management, 7 years
Edna Graves – Office of Accounting and Financial Services, 12½ years
Cheryl Guyer – Breathitt Veterinary Center, 12 years
Tresa Jones – Dining Services, 24½ years
Ray Karraker – Office of Career Services, 9 years
Donna Kitchen – *Jesse D. Jones College of Science Engineering and Technology*, 16 years
George Maxwell – Dining Services, 14 years
Donna Miller – Office of the Provost and Vice President for Academic Affairs, 41 years
John Rall – Office of Legal Services, 21 years
Ronnie Schroader – Facilities Management, 11 years
Christopher Taylor – Facilities Management, 12 years
Carla Thomas – Office of Information Systems, 34 years
James Wilford – *Hutson School of Agriculture* Breathitt Veterinary Center, 30½ years
Velvet Wilson – Office of Student Disability Services, 33 years
Gena Wilson – Procurement Services, 29 years
Michael Young – Office of Student Affairs, 33 years

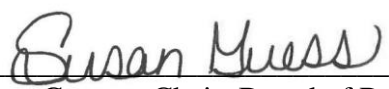
WHEREAS, they have served Murray State University faithfully, loyally and professionally; and

WHEREAS, the University is cognizant and appreciative of the vital support and services of these members; and

WHEREAS, they have served the students of Murray State University on a daily basis with warmth, understanding and concern and have performed their responsibilities in a dedicated manner;

NOW, THEREFORE, BE IT RESOLVED that the University recognize these individuals and their collective total of 1,000.5 years of service to Murray State University; and

BE IT FURTHER RESOLVED that the Board of Regents expresses its deep and heartfelt appreciation to these faculty members for their loyalty and devotion to the institution and their contributions to the betterment of the University.



Susan Guess – Chair, Board of Regents
June 7, 2019

Mrs. Rudolph seconded and the motion carried unanimously.

Resolution of Appreciation – Susan S. Guess

Mr. Crigler moved that the Board of Regents, upon the recommendation of the President of the University, approve the following Resolution of Appreciation for Chair Susan Guess:

**MURRAY STATE UNIVERSITY
BOARD OF REGENTS
RESOLUTION OF APPRECIATION**

SUSAN S. GUESS

WHEREAS, Susan S. Guess was appointed by the Governor of Kentucky Steven L. Beshear to the Board of Regents of Murray State University on June 10, 2010, to fill the unexpired term of Dr. Laxmaiah Manchikanti, was reappointed by Governor Beshear for the term July 1, 2013 – June 30, 2019, and served with distinction during her tenure; and

WHEREAS, Susan S. Guess has exemplified outstanding leadership on the Board of Regents, serving as Chair from July 1, 2018, through June 30, 2019, and as Vice Chair from July 1, 2016, through June 30, 2018. She has also served as a member of the Marketing and Community Engagement Committee (formerly Institutional Advancement Committee) since 2010 and was Chair of said Committee from 2010 – 2018. She served as a member of the Buildings and Grounds Committee from 2010 to 2015 and again in 2018-19; Audit and Compliance Committee since 2015; Legislative and Economic Development Committee in 2015-16; the Academic Excellence and Scholarly Activities Committee in 2016 and 2017 and served as a member of the former Regional Services Committee from 2010 – 2014; and

WHEREAS, Susan S. Guess, a 1987 Murray State alumnae has been involved in many initiatives for the improvement and advancement of the University in its efforts to serve the educational needs of the citizens of the Commonwealth and her leadership has been strong, inclusive and encouraging, leading to a cohesive, dynamic and forward-looking Board; and

WHEREAS, Susan S. Guess' service has often required the sacrifice of valuable time and the contribution of many hours of difficult work which was rendered selflessly, without reference to personal inconvenience, without a personal agenda and always for the public good; and

NOW, THEREFORE, ON THIS 7th DAY OF JUNE, TWO THOUSAND AND NINETEEN, BE IT RESOLVED that we mark this milestone reverently with words Susan S. Guess will hear again at the last milestone, "Well done, good and faithful servant."

AND BE IT FURTHER RESOLVED by the Murray State University Board of Regents that this recognition of the contributions and dedication of Susan S. Guess be preserved in the Minutes of the Board after having been read aloud and passed unanimously by the Board on this, the 7th day of June 2019.


Lisa Rudolph
Vice Chair, Board of Regents

Mr. Payne seconded and the motion carried unanimously.

Chair Guess received a round of applause for her nine years of service to this Board.

Resolution of Appreciation – Katherine Farmer

Mrs. Rudolph moved that the Board of Regents, upon the recommendation of the President of the University, approve the following Resolution of Appreciation for Regent Katherine Farmer:

***MURRAY STATE UNIVERSITY
BOARD OF REGENTS
RESOLUTION OF APPRECIATION***

KATHERINE FARMER

WHEREAS, Katherine Farmer has served with distinction as the faculty representative to the Board of Regents of Murray State University; and

WHEREAS, she was elected to this Board of Regents by her fellow faculty members in April 2016; and

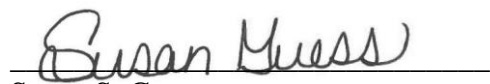
WHEREAS, Katherine Farmer provided leadership on the Board through membership on the Academic Excellence and Scholarly Activities Committee, having served as Chair for 2018-19, and served as a member of the Enrollment Management and Student Success and Finance committees of the Board of Regents, as well as the Presidential Search Committee; and

WHEREAS, Katherine Farmer's service often required the sacrifice of valuable time and the contribution of many hours of difficult work which was rendered selflessly, without reference to personal inconvenience; and

WHEREAS, it is the earnest hope of her fellow Regents that Katherine Farmer continue her valued service to Murray State University in future years and it is their expectation that Murray State faculty will continue to benefit from her thoughtful advocacy on major policy issues;

NOW, THEREFORE, ON THIS 7TH DAY OF JUNE, TWO THOUSAND AND NINETEEN, BE IT RESOLVED that the Board of Regents of Murray State University expresses to Katherine Farmer its deep appreciation for her dedicated service to the University and their abiding respect and esteem for her many contributions to the Board;

AND BE IT FURTHER RESOLVED by the Murray State University Board of Regents that this recognition of the contributions and dedication of Katherine Farmer be preserved in the Minutes of the Board after having been read aloud and passed unanimously by the Board on this, the 7th day of June 2019.


Susan S. Guess
Chair, Board of Regents

Mr. Schooley seconded and the motion carried unanimously.

Regent Farmer received a round of applause for her three years of service to this Board.

Resolution of Appreciation – James T. Payne

Ms. Farmer moved that the Board of Regents, upon the recommendation of the President of the University, approve the following Resolution of Appreciation for Regent James T. Payne:

MURRAY STATE UNIVERSITY BOARD OF REGENTS RESOLUTION OF APPRECIATION

JAMES T. PAYNE

WHEREAS, James T. “J. T.” Payne was elected by the student body of Murray State University to serve as the President of the Student Government Association and accordingly served as the student member of the Murray State University Board of Regents for the 2018-19 academic year; and

WHEREAS, J. T. demonstrated that he possesses maturity, sound judgment and strong moral values as he contributed to the discussion on various issues that came before the Board of Regents; provided leadership as Co-Chair of the Enrollment Management and Student Success Committee; rendered service to the Board of Regents’ Legislative and Economic Development and Marketing and Community Engagement committees and served as a member of the Presidential Search Committee; and

WHEREAS, during J. T.’s tenure he demonstrated characteristics of a keen intellect, courage, common sense and independent thinking; and

WHEREAS, he has served as a strong leader of the Student Government Association, always representing the best interests of the students of Murray State University both as a member of the Board of Regents and as President of the Student Government Association; and


WHEREAS, the Student Government Association engaged in many activities throughout the tenure of J. T.’s leadership which benefitted all students of Murray State University, including traditional and non-traditional students, as well as those students enrolled at the regional campuses; and

WHEREAS, he is an extremely active student at Murray State University engaging in numerous extracurricular activities all of which enhanced student life on campus;

NOW, THEREFORE, BE IT RESOLVED that this Board of Regents, on behalf of the faculty, staff and students, extend to James T. Payne sincere gratitude for outstanding service rendered to Murray State University and the Commonwealth of Kentucky; and

BE IT FURTHER RESOLVED that the Board of Regents extends to J. T. our best wishes in his career endeavors and a life filled with good health and continued honorable service to his fellow man; and

BE IT FINALLY RESOLVED by the Murray State University Board of Regents that this recognition of the contributions and dedication of James T. Payne be preserved in the Minutes of the Board after having been read aloud and passed unanimously by the Board on this, the 7th day of June 2019.



Susan S. Guess
Chair, Board of Regents

Mr. Crigler seconded and the motion carried unanimously.

Board Organizational Issues

Meeting Dates for 2019-20, deferred

Following discussion, the Board of Regents deferred setting meeting dates for 2019-20. These dates will be scheduled at the organizational meeting that is required by state statute to be held within 30 days of the Governor’s appointment of a new Board member.

Officers for 2019-20 – Chair, Vice Chair and Secretary, elected

Chair Guess stated that in accordance with the *Bylaws* of the Board of Regents all officers are elected annually at the Spring Quarterly Meeting and shall serve for one year, commencing

July 1 following their election. A separate election shall be conducted to elect each of the officers: Chair, Vice Chair and Secretary. The procedural guidelines were outlined in that the Chair will declare nominations are in order and will recognize each member for the purpose of making a nomination. Recognition of members shall be in the same order as roll call (alphabetical) and nominations require no second. Any member nominated for any office may withdraw his/her name from consideration. However, a member nominated will not be recognized for that purpose until all members have had an opportunity to make nominations. If, after each member has had a roll call opportunity to make a nomination and only one name has been placed in nomination for that particular office, the Chair shall declare the person elected by unanimous consent. If more than one name is placed in nomination for any particular office a vote shall be taken. Names shall be voted upon in the same manner in which the nomination occurred. The nominee first receiving an absolute majority shall be declared elected.

Chair Guess declared that nominations are in order for Chair of the Board of Regents. The Secretary called the roll and Mr. Crigler nominated Dan Kemp. All other members passed. Chair Guess indicated that there being only one nomination, Dan Kemp is unanimously elected Chair, according to the *Bylaws* of the Murray State University Board of Regents. Regent Kemp thanked the Board for their confidence and indicated he will do his best to do as good of a job as the current Chair in working to include the entire Board and making this a true team effort.

Chair Guess declared that nominations are in order for Vice Chair of the Board of Regents. The Secretary called the roll and Mr. Crigler nominated Jerry Rhoads. All other members passed. Chair Guess indicated there being only one nomination, Jerry Rhoads is unanimously elected Vice Chair, according to the *Bylaws* of the Murray State University Board of Regents. Regent Rhoads expressed appreciation to the Board for their confidence.

Chair Guess declared that nominations are in order for Secretary of the Board of Regents. The Secretary called the roll and Mr. Crigler nominated Jill Hunt. All other members passed. Chair Guess indicated there being only one nomination, Jill Hunt is unanimously elected Secretary, according to the *Bylaws* of the Murray State University Board of Regents. Secretary Hunt expressed appreciation to the Board.

Supplemental Materials

Regents were provided with supplemental reports in the eBoard book, including the Contract of Employment Amendment – Head Men’s Basketball Coach – Matt McMahon; Quarterly Risk Management Report; Quarterly Status Report – Campus Major Projects Update; “Good News” Report – March 2019; Quarterly Branding, Marketing and Communication Report (January – March 2019); Sponsored Programs – Grants and Contracts Report; Advancing Women in the Sciences – Revised 2017 Survey Results; Strategic Plan update documents; Peak Sports Agreement and Addendum and 2019 Staff Perspective Survey results. These reports were provided for informational purposes only and required no Board action.

Other Business/Adjournment

Regent Kemp presented a gavel to Chair Guess with the inscription, “In grateful recognition for leadership, exemplary service and dedication as Chair of the Murray State University Board of Regents – July 2018 – June 2019.” Regent Kemp stated that he admires Chair Guess’ courage, dedication and passion. She put her whole heart into this position and all owe her a debt of gratitude. Chair Guess received a standing ovation.

Chair Guess reminded Board members that a tour of the new General Counsel offices and *Woods Park* will occur upon adjournment for all who want to participate.

There being no further business to come before the Board, Ms. Farmer moved that the Board of Regents Quarterly Meeting and Committee Meetings adjourn. Mrs. Rudolph seconded and the motion carried unanimously. Adjournment was at 6:10 p.m.



Secretary Jill Hunt



Chair Dan Kemp