

**Meeting of the Board of Regents
Murray State University
Friday, October 19, 2018**

Call to Order/Roll Call

The Board of Regents (BOR) of Murray State University (MSU) met on Friday, October 19, 2018, in Regular 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, Interim President; Jill Hunt, Senior Executive Coordinator for the President, Coordinator for Board Relations and Secretary to the Board; Mark Arant, Provost and Vice President for Academic Affairs; Jackie Dudley, Vice President for Finance and Administrative Services and Treasurer to the Board; Don Robertson, Vice President for Student Affairs; Adrienne King, Vice President for University Advancement; Robert Pervine, Associate Provost for Graduate Education and Research; Charlotte Tullos, Interim Chief Enrollment Officer; Robert Miller, General Counsel; Joyce Gordon, Director of Human Resources; Jordan Smith, Director of Governmental and Institutional Relations; Michelle Saxon, Internal Auditor; Cami Duffy, Executive Director for Institutional Diversity, Equity and Access (IDEA)/Title IX Coordinator; Renee Fister, Director of Institutional Effectiveness and Strategic Planning; Kevin Jones, Interim Director of Facilities Management and Associate Director of Facilities Operations; Jason Youngblood, Associate Director of Facilities Design and Construction; the collegiate Deans and members of the faculty, staff, students, news media and visitors.

Roll Call

Secretary Jill Hunt

Public Participation

Chair Susan Guess

**Board Development – *Bauernfeind College of Business* –
Financial Services Center**

Dean Tim Todd

Report of the Chair

Chair Susan Guess

Report of the President

Interim President Bob Jackson

Committee Reports/Recommendations

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| A. | Academic Excellence and Scholarly Activities | Regent Katherine Farmer |
| 1) | Academic Affairs Overview (For Information Only) | |
| 2) | New Degree Program – Bachelor of Science in Civil and Sustainability Engineering* | |
| B. | Athletics (Ad Hoc) | Regent Eric Crigler |
| 1) | Director of Athletics Search Update (For Information Only) | |
| C. | Audit and Compliance | Regent Don Tharpe |
| D. | Buildings and Grounds | Regents Sharon Green and Phil Schooley |
| 1) | Deferred Maintenance Projects Update (For Information Only) | |
| E. | Enrollment Management and Student Success | Regents Lisa Rudolph and |
| 1) | Comprehensive Enrollment and Recruitment Initiatives Update (For Information Only) | J. T. Payne |
| 2) | Strategic Enrollment Management Plan – Phase I* | |

12 noon (approx.) Tour of Institute of Engineering

12:45 p.m. (approx.) Lunch – *Timothy D. Jones Gateway*

Whereas, Dr. Don Robertson's 27 years at Murray State include many milestones; and

Whereas, some of these milestones include Dr. Robertson creating the Women's Center, enhancing the Multicultural Center, starting the Fall Great Beginnings Program, launching the residential college system leading to enhanced student retention, creating the Great Beginning's student leader-mentor program and developing the Midnight Breakfast tradition; and

Whereas, Dr. Don Robertson also established the student personnel graduate program which originally started as an emphasis in human development and leadership before becoming an independent master's and doctoral-emphasis program; and

Whereas, Dr. Don Robertson has been a leader in establishing multiple international linkages bringing international students and faculty to the Murray State University campus as well as to the Murray and Calloway County communities; and

Whereas, Dr. Don Robertson's career has focused on the student experience and has enabled Murray State University to become the student-centered university for which it is known world-wide;

Now, therefore, I, Jack Rose, Mayor of the City of Murray and I, Kenny Imes, Calloway County Judge-Executive, do hereby proclaim October 19, 2018, as Dr. Don Robertson Day in Calloway County and the City of Murray, Kentucky."

Dr. Robertson expressed appreciation for this honor and stated it is an honor and a privilege to serve Murray State University – there is no finer institution.

Board Development – Bauernfeind College of Business – Financial Services Center

Dr. Tim Todd, Dean of the *Arthur J. Bauernfeind College of Business (AJBCOB)* and Dr. Joy Humphreys, Assistant Dean, Director of the Master of Business Administration (MBA) and former Chair of the Department of Management, Marketing and Business Administration, presented the following:

- There are 1,999 students enrolled in majors and minors offered within the college. The college has been fully accredited by the Association to Advance Collegiate Schools of Business since 1976. Only 5 percent of business schools in the world hold this accreditation. The college is also accredited by the Accrediting Council on Education and Journalism and Mass Communications. There are only 111 fully-accredited programs in the nation and only three in Kentucky.
- In order to establish a new student market a linkage has been created to offer a dual degree in accounting and finance with the International Business College of Shandong Technology and Business University in the People's Republic of China. The projection is a new cohort of 150 students beginning next summer. Murray State faculty will travel to Shandong to teach onsite but participants will be counted as Murray State students as part of this dual degree program. Drs. Robertson and Humphreys and Dr. Guangming Zou, Assistant Vice President for International Studies, provided the leadership for this initiative. The projected net financial gain for Murray State for one cohort through graduation is approximately \$1.2 million (\$300,000 per year for four years).
- Enrollment in the Department of Accounting (majors and minors) is 175 students. This past month ten employers visited campus to recruit for internships and full-time positions. Dr. Wayne Tervo, Associate Professor, received the 2018 Klynveld Peat Marwick Goerdeler (KPMG) Outstanding Published Manuscript Award at the 2018 American Accounting Association annual meeting. His paper was co-authored with former student and graduate Jennifer Axtell and Dr. Murphy Smith, former *Dill Distinguished Professor*. Ms. Axtell is the Data Coordinator for a non-profit, community-based organization – Missouri Bootheel Regional Consortium, Incorporated – which focuses on health disparities among underserved populations. Earlier this week the Murray State Department of Accounting was named the Best Value in Kentucky by AccountingEDU.org for the Bachelor of Science in Business/Bachelor of Arts in Business. Tuition rates were analyzed for bachelor's programs offered at schools with track records for producing graduates that pass the Certified Public Accountant exam on the first try. The Murray State Bachelor's Degree in Accounting placed first in this regard.
- The Department of Computer Science and Information Systems is chaired by Dr. Victor Raj and has 229 students enrolled in majors and minors. A new track in Game Development was approved by the Academic Council last week. It is known that the computer game industry is becoming a leading business sector in the United States and around the world so new student enrollment is anticipated due to this new program. This represents an interdisciplinary degree working closely with the College of Humanities and Fine Arts and the *Jones College of Science, Industry and Technology*

(JCSET). Faculty highlights in the department include Dr. Cemil Kuzey, Associate Professor, publishing eight peer-reviewed journal articles, five of which are published in Social Sciences Citation Indexed and Emerging Sources Citation Indexed journals this year. Dr. Vlad Krotov, Associate Professor, was awarded the Service Learning Stipend by the Murray State Office of Service Learning in June 2018. This stipend supports students performing services to the community as part of course requirements (experiential education). Dr. Raj's capstone course (CIS 420) continues to provide new software for the community. One project will result in a redesign of the website for the City of Murray and a second has students building a software bridge between the new temperature stick sensors that monitor humidity and temperature around campus and the University's work-order software.

- The Department of Economics and Finance is chaired by Dr. David Eaton and has 151 students enrolled in majors and minors. The new Master of Science in Economic Development represents a niche program but faculty are working to offer it fully online. Only two similar programs exist in the country. Dr. David Durr, *Bauernfeind Endowed Chair in Investment Management*, was recognized for outstanding performance at the Tennessee Valley Authority (TVA) Student Stock Portfolio Conference in April 2018. The student-managed portfolio placed fourth out of 25 schools for annual portfolio performance. MSU students outperformed the S&P 500 benchmark by almost 650 basis points and through September were outperforming other students at 23 of 25 universities in the TVA footprint.
- Dr. Allen White serves as the Interim Chair of the Department of Journalism and Mass Communications with 360 students enrolled in majors and minors. A new cohort-based program is being offered – the Accelerated Master of Science in Public Relations – and is focused in Paducah, Kentucky. Chair Guess is providing assistance related to marketing this new program. Dr. Kevin Qualls, Associate Professor, is establishing the Murray State resource in Media Law for Business. The use of social media by businesses creates both opportunity and exposure to liability. This project will equip the business community with the ability to manage those risks through fee-based education, pre-publication reviews, social media policy audits and recommended best practices. Additional faculty highlights include Dr. Bella Ezumah, Associate Professor and Director of Graduate Programs, completing a book project titled, *Critical Perspectives of Educational Technology in Africa: Design, Implementation and Evaluation Processes* and the release of a new book edition for *Applied Public Relations: Cases in Stakeholder Management* (fourth edition) from Dr. Marcie Hinton, Associate Professor. Chair Guess wrote a chapter that is included in the third edition. Also, Professors Gill Welsch, Bob Valentine and Robert Norsworthy (Executive in Residence from OmnicomGroup) are working to greatly enhance internships and job placements. Since 2011, the department has placed 126 students into internships. Of those 126 students, 38 have been hired by Omnicom agencies and secured full-time positions. Murray State students have interned in Atlanta, Boston, Chicago, Dallas, Los Angeles, Minneapolis, New York, South Korea and China. The process is currently underway to select internship candidates for Summer 2019.
- The Department of Management, Marketing and Business Administration is chaired by Dr. Heath Keller and has 862 students enrolled in majors and minors. Efforts are underway to explore opportunities related to a Hospitality and Tourism Management track. These efforts are being directed by Dr. Sarah Lefebvre, Assistant Professor. Dr. Lefebvre came to Murray State from the University of Central Florida and has Disney experience. Faculty highlights include Dr. Sandy Miles, *Hutchen's Distinguished Professor*, creating the Murray State University Center for International Business and Trade in Paducah and Dr. Teresa Betts, Associate Professor, along with one of her students, earning the SAP TERP 10 Certification. SAP is an enterprise resource planning software system utilized by 183,000 customers in 130 countries. It is also utilized by 80 percent of Fortune 500 companies. Dr. Betts is an expert in logistics and supply chain management and created the University's program in this area several years ago.
- The Department of Organizational Communication is chaired by Dr. Michael Bokeno and has 222 students enrolled in majors and minors. The new Organizational Communication Bachelor of Integrated Studies emphasis at the regional campus sites represents a cohort program tailored to meet the needs of adult and nontraditional students through online and condensed course formats. The program has produced 54 new course enrollments at the regional campuses during the Fall 2018 term due to the efforts of Dr. Bokeno and faculty as well as Dan Lavit, Executive Director of the Center for Adult and Regional Education, and his team. The Bachelor of Science in Sports Administration is a new multidisciplinary program offered in conjunction with the College of Education and Human Services and the School of Nursing and Health Professions. Faculty highlights include Professor Lou Tillson publishing the second edition of her book on public speaking anxiety and Dr. Frances Smith, Associate Professor, receiving the 2017 Outstanding Article of the Year award by *Management Communication Quarterly*. The Murray State Speech and Debate Team, coached by Dr. Crystal Coel, Senior Instructor and Director of Forensics, and her student team won the Grand Sweepstakes trophy at the southern U.S. regional event, along with 40 gold medals and trophies for individual performances. This qualified the team for the national competition at Hofstra University on Long Island. Murray State students outperformed teams from the University of Tennessee-Knoxville, University of Southern Mississippi, Morehouse College and the University of Arkansas, etc.
- There are currently 173 students enrolled in the Master of Business Administration Program. Recruitment is currently underway for the Accelerated MBA cohort in Madisonville with key

assistance from Mr. Lavit and Heather Roy, Director of the Madisonville and Henderson regional campuses. This is an 18-month cohort program offered at the new facility in Madisonville with Murray State faculty teaching courses on the weekends and this is attracting new students. The MBA Program has two new concentrations – Healthcare Administration and Economic Development – and is offered both on-campus and online. The first courses for the MBA concentration in Healthcare Administration will be offered in Spring 2019. Students will take the MBA core classes and four additional courses with a concentration in healthcare administration. There are a total of nine MBA concentrations currently available in the *AJBCOB*. Efforts are being made to target the Finance concentration toward individuals who have passed the Certified Financial Planning (CFP) exam. Dr. Durr teaches the preparation course across the country for the CFP exam and efforts to link completion of this exam to enrollment in the MBA are underway. The Murray State MBA Program was started in 1966 and has produced 2,600 alumni and many of these individuals are also assisting with recruitment efforts. Efforts are being made through Alumni Relations and LinkedIn to locate some of these alumni because they have advanced rapidly in their careers and have moved frequently. In addition to the MBA, there are six other graduate degree programs in the *Bauernfeind College of Business*.

- Chris Wooldridge serves as District Director of the Small Business Development Center. The Center's mission is to strengthen the region's economic health and support academic growth and student engagement through the delivery of high-quality consulting and training services to prospective and existing businesses helping to create jobs and wealth. Over the past six years, more than \$33 million in capital has been infused in the University's footprint, 462 jobs have been created or retained and there have been 110 business startups. Initiatives currently underway include Books to Business which seeks to identify and support students pursuing business models and idea development and entrepreneurship during their attendance at Murray State. The *AJBCOB* Student Entrepreneurship Center is in the planning stages but will provide space and resources in a central location to support students in study, training and service as they pursue entrepreneurship. Veterans training is also being provided at Ft. Campbell for soldiers considering entrepreneurship as they leave the service.
- WKMS-FM, under the direction of Station Manager Chad Lampe, now reports to the *Bauernfeind College of Business* and this represents a good model due to linkages with the Department of Journalism and Mass Communications. WKMS serves nearly 40 counties in the University's region attracting approximately 25,000 weekly listeners and more than 50,000 monthly unique website visitors. WKMS recently concluded its Fall Membership Campaign, raising more than \$150,000 in community support. The station yields more than 7,000 gifts each year which support a large portion of operating expenses. This figure also represents one-half of all gifts to Murray State University. WKMS Student Reporter Taylor Inman received the Kentucky Associated Press Digital Journalist of the Year Award in 2018. WKMS uses membership revenue of approximately \$40,000 annually to support experiential learning opportunities for Murray State students.
- Faculty member Dana Statton serves as the Librarian for business. During 2017, approximately 66 sessions were offered in classes reaching 1,698 students and providing 57 hours of instruction on how to be a good consumer of the Library in terms of research. Similar efforts are underway for 2018.
- A 3-D mock-up of a High-Tech Trading Room concept planned for the *AJBCOB* was shown. Mr. Youngblood designed this concept several years ago and at one point the college had a naming opportunity associated with the Trading Room but that did not materialize. The college has been saving money over the last eight years and now has funding to begin developing this concept. Brian Canerdy, the new Director of Development for the *Bauernfeind College of Business*, was introduced.
- Murray State student Charlie Graves was introduced. He was named Outstanding Senior Man in May 2018 and has completed an internship with the Federal Deposit Insurance Corporation. Mr. Graves' honors thesis has also been submitted for publication and he currently serves as the President of the accounting honor society – Beta Alpha Psi – as a master's degree student. He also recently passed two parts of the Certified Public Accountant exam. Mr. Graves reported that students choose Murray State because of the reputation of the Professors. One of the largest factors in his decision to attend Murray State – initially in mathematics but eventually with a double major in accounting – was the reputation the University had for the quality of its faculty. He was continuously blessed – even more than he could have hoped – to have the most supportive faculty in both departments. If he ran into an issue, faculty were in their offices and their doors were always open. Even if the Professor for a particular class was not available others were and would help. It was incredibly rewarding to know this kind of support was in place for students over the four years he was part of the accounting program.
- Another student – Amanda Surmeier – is currently in Washington, DC. She is an aspiring Public Affairs Specialist and has dedicated her collegiate career to gaining experience in the field. With a major in public relations and minors in both criminal justice and Chinese studies, she knows what it takes to be a successful communicator. Ms. Surmeier's six internships have afforded her first-hand experience in public relations, digital communications and crisis management. In addition to being an outstanding scholar, Ms. Surmeier's strengths include time management, organization, leadership, problem-solving and teamwork. A video of Amanda Surmeier highlighting the opportunities presented to her by Murray State and expressing appreciation to her Professors was shown.

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

Report of the Chair

No report was given by Chair Guess.

Report of the President

Dr. Jackson reported that today the Board will address deferred maintenance, financial management details, enrollment and recruitment and marketing efforts. A great deal of hard work has been put forth in the last few weeks and months and he believes the Board will be pleased with the direction the University is moving. Appreciation was expressed to all employees in Enrollment Management who have worked diligently to increase enrollment. They have spent numerous hours on the road – even more so than in the past – to ensure the University is doing what it should be doing in those areas. Over 150 faculty, staff and administrators – in addition to current Murray State students – are engaged in the Road Scholars Program and all were thanked for their efforts. They are voluntarily undertaking this work because they understand its importance to the institution.

Many discussions have occurred regarding the University's budget, the associated shortfall and how that will be addressed. Ms. Dudley will make a presentation later in this regard as well as related to the beginning planning stages for the FY19 budget. More detailed information will be presented at the Quarterly Meeting in December. This is important work that must be advanced to the Board for comment and to make recommendations, as well as to faculty, staff and student leadership.

Next week is Homecoming and all are proud of how the Football Program has performed this year. Appreciation was expressed to all involved in helping make this event a success. In partnership with Town & Gown, the President's Office will host the annual Holiday Open House at Oakhurst on Monday, December 3, 2018, from 4-6 p.m. This year marks the 100th anniversary of Oakhurst which opened in 1918, making it the oldest building on campus. All are working diligently to determine how best to celebrate the 100th anniversary and all Board members were encouraged to attend the Open House.

Committee Reports/Recommendations

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 9:17 a.m. and reported all other members were present.

Academic Affairs Overview

Dr. Arant highlighted the following:

- The Board was asked to add February 21, 2019, to their calendars for the annual Posters-at-the-Capitol event which provides an opportunity for undergraduate students and some graduate students from across the state to present original research. Murray State is honored to host the event and has done so for some time. Library faculty and staff are responsible for organizing the event and A. J. Boston, Assistant Professor and Scholarly Communications Librarian, serves as the point person for this event.
- Wrather Museum hosted the “Hometown Teams” traveling Smithsonian exhibit beginning on October 6. Library faculty and staff did an amazing job planning and hosting the event.
- There has been continued growth in the number of graduate students enrolled in the Master of Science in Agriculture online degree program. The graduate program has grown from 36 students in 2015 to 109 this year – an increase of 300 percent over the past four years.
- Dr. Howard Whiteman, Professor and Director of the Watershed Studies Institute, and Dr. Michael Flinn, Interim Chair and Associate Professor of Biological Sciences in the *Jones College of Science, Engineering and Technology*, have been awarded \$1.3 million from the Nature Conservancy and the Natural Resource Conservation Service (NRCS) – United States Department of Agriculture to

monitor wetland services in western Kentucky. The NRCS added an additional \$3 million for Tennessee to join this multi-state partnership to monitor restored wetlands in that state. Murray State is leading the effort in wetland research in the country.

- Over the last academic year the College of Education and Human Services had over 2,000 practicum student placements. This represented 27,000 hours of experiential learning for Murray State students in Kentucky classrooms.
- The Department of Global Languages and Theatre Arts in the College of Humanities and Fine Arts hosted students and members of the general public on campus for the Foreign Language Festival, K-12 and public theatre presentations and other outreach events. They also co-sponsored the ninja performance this semester with the Japanese Consulate in Nashville, Tennessee. The ninja was on campus and had been trained since age five by his father who was a ninja master. The college is also in the final stages of finalizing a 2+2 agreement with West Kentucky Community and Technical College (WKCTC) to offer a degree in fine arts.
- In the School of Nursing and Health Professions, a nutrition degree will launch this Fall and is a 100 percent online, non-internship program for students in an effort to expand access.
- Education Abroad celebrated sending its 5,000th student abroad. This is what elite universities do – they send their students abroad. Murray State does it better than most universities in the country. This means the hallmark of an elite university is already in western Kentucky and is accessible to Murray State students.
- Murray State student Clayton Sumner, Bachelor of Integrated Studies graduate from the Center for Adult and Regional Education and Chief of Police in Hopkinsville, was recently named Kentucky City Employee of the Year.
- Appreciation was expressed to Regent Crigler who visited Indiana recently and brought back a number of very good recommendations to improve online initiatives.

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

New Degree Program – Bachelor of Science in Civil and Sustainability Engineering, approved

Dr. Arant reported the Board is being asked to approve the University's first fully-vetted engineering program. This is new territory as previous programs were focused on applied engineering or engineering technology. This degree is tailored to meet the workforce needs of tomorrow. As the needs analysis was undertaken civil and sustainability engineering was identified as an area where Murray State could step in and help support the growth of the economy in Kentucky as well as improve access to engineering degrees for students in western Kentucky.

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 Science in Civil and Sustainability Engineering. Mrs. Gray seconded and the motion carried.

Full Board Action – New Degree Program – Bachelor of Science in Civil and Sustainability Engineering, 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 Science in Civil and Sustainability Engineering. Mr. Schooley seconded and the motion carried unanimously.

Dr. Danny Claiborne, Chair and Associate Professor, Institute of Engineering, reported that other than the University of Kentucky and the University of Louisville, Murray State is the only institution within Kentucky to start an engineering program – ever. Appreciation was expressed to the Board for their support.

Adjournment

The Academic Excellence and Scholarly Activities Committee adjourned at 9:28 a.m.

Athletics Committee (Ad Hoc)

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

Mr. Crigler called the ad hoc Athletics Committee to order at 9:29 a.m. and reported all other members were present.

Mr. Crigler recognized the passing of Murray State alum – Dr. Richard “Dick” Stout who was an avid supporter of the University, in particular athletics. Dr. Stout passed away at the age of 79 on September 22, 2018. He grew up in Murray and is a member of the Murray High School Football Hall of Fame, Baseball Hall of Fame and All Sports Hall of Fame. He graduated from Murray State in 1960 after playing football for four years for the Racers and the Thoroughbred Baseball Team. He was also a member of the group responsible for bringing the Sigma Chi organization to campus. Dr. Stout was inducted into the Murray State Racer Hall of Fame in 2000 for his numerous contributions to the University. He was instrumental in founding the Murray State Booster Club where he served as President for many years. He was also the driving force behind one of the traditions all have come to know and love – having Racer One (formerly Violet Cactus) circle the track following a Murray State score. Dr. Stout graduated from the School of Medicine at the University of Louisville in 1964. Following his residency and fellowship he joined the Army in 1968 and returned to Murray in 1970 where he became an invaluable part of the community as a member of the Murray-Calloway County Hospital staff. Dr. Stout is survived by his brother Carl, his wife of 58 years Lynn, his daughter Elizabeth Paulsen, and sons Robert, Richard and Danny Lee Stout. Dr. Stout was full of life as anyone who attended games could attest. Homecoming was the week Dr. Stout would show up in the Coaches offices and lobby to have the team run the half-back pass – which he believed to be the most wonderful play in football. If the team successfully ran the half-back pass and Racer One ran the track this would have been the perfect Homecoming for Dr. Stout. Mr. Rhoads agreed that it is important to recognize significant members of the Racer family and Dr. Dick Stout would certainly rank at the top in terms of his devotion and loyalty to Murray State. When Mr. Rhoads enrolled as a freshman he considered Dick Stout to be “Mr. Murray State.” He was a mentor to many – not only athletes but regular students – and he was very important in launching the Sigma Chi fraternity. Dr. Stout was full of life and set a great example of what can be done to enhance the reputation of Murray State University. He will be missed. The University sends condolences to his family.

Director of Athletics Search Update, received

Mr. Crigler reported that in September a 10-member Search Committee was named for the Director of Athletics position. Membership includes former and current Murray State athletes, representatives with academic backgrounds, a former athletic administrator, supporters of the athletic teams and representatives from the Board of Regents. The first Search Committee meeting was held on September 28, 2018, and the following week the job opening was posted on dozens of websites and through a number of distribution sites. The fact that this position is open at Murray State is known throughout the industry. The position advertisement will run through November 30 or longer if needed. This represents a closed search and applicant names will not be made public. It is believed this has helped maximize the applicant pool. The position has been advertised for two weeks and there is already a strong pool in terms of the number and quality of applicants. The Committee will continue to source names into the applicant pool to maximize quality since a search firm is not being utilized. The Search Committee will meet again next week to finalize a timeline moving forward.

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

Adjournment

The Athletic Committee (Ad Hoc) adjourned at 9:37 a.m.

Audit and Compliance Committee

Don Tharpe – Chair
Susan Guess
Lisa Rudolph

Dr. Tharpe reported that the Committee has actively been looking at areas where audits need to be conducted at the University. This work has been undertaken with the internal auditors and at least 20 areas have been identified that have not been audited in a number of years. Work is underway to address this and the first such audit conducted will be for Athletics. The Board has a fiduciary responsibility to the University and the taxpayers of Kentucky and this is why this work is being undertaken. Appreciation was expressed to Internal Auditor Michelle Saxon for her work in this regard, as well as to members of the Committee. This report was presented for informational purposes only and required no Board action.

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 meeting to order at 9:38 a.m. and reported all other members were present.

Deferred Maintenance Projects Update, received

Ms. Dudley reported that the Critical Projects List is being brought back before the Board to provide updates on completion and the status of funding identified to complete various projects. The following were highlighted:

- The Board approved \$3.4 million in funding for the Electrical Infrastructure Project. The planning stages are underway to identify projects which can occur in three stages to accomplish the work needed. The total project scope has been estimated to be \$16 million based on studies which have been undertaken.
- The Board approved \$2 million in funding for the Biology Building Project. A few years ago there were significant issues with the air handling system in the facility. Those issues have been remediated but bid documents have not yet been completed to begin the necessary projects to repair the facility to its original state. This work has been hampered by a number of things, primarily the incident in JH Richmond. Defining solutions for the Biology Building has also been difficult and it is hoped this project can be undertaken this year. Given the number of projects currently being undertaken on campus it is becoming a challenge to identify third-party firms that can help within the needed timeframe.
- The Board approved \$3 million in funding for Blackburn Science Building renovations. A great deal of work is being undertaken with regard to this project but much of that work is not visible – such as remediation efforts. Drawings are being finalized so the project can be put out for bid. The intent is to move all international studies units into this facility and this includes the English as a Second Language Program and Education Abroad. The goal is to have this work completed by Fall 2019.
- Over the past few months significant water issues have occurred in Woods Hall. Staff have been moved out of this facility into various locations on campus because there was not one location large enough to house the entire unit together. The Engineering and Physics Building had to be completed before faculty and staff in the Blackburn Science Building could be moved out and renovation work could begin. Archived administrative files are being moved out of Woods Hall and some furniture is being retained to be used in Blackburn but space to store this furniture must also be identified. The goal is to have everything moved out of Woods Hall by Thanksgiving. At that point the facility will be locked because the University will not be maintaining it. Plans to raze Woods Hall will be developed once the Blackburn Science Building Project has been completed. Confirmation was provided that the cost to raze Woods Hall has been estimated at \$2.3 million and the project is included in the state Capital Plan but there has been no funding designation for this project. It was also confirmed that if any funding remains from the Blackburn renovation it will be utilized to prepare Woods Hall to be razed. Until Blackburn is bid the total project cost will not be known because the entire HVAC system has to be replaced, restrooms have to be redesigned, plumbing work must be undertaken and office space has to be reconfigured to meet the needs of the units moving into this facility. Woods Hall is a difficult project because it is located on the fringe of a residential area and that will have to be considered when the facility is razed.

Dr. Tharpe indicated these Murray State buildings will be around long after all in this room are gone. He is concerned whether the University has committed the dollars necessary to maintain these facilities. This Board should ask the administration to present a plan to address deferred maintenance issues. The Board owes it to Murray State students and the taxpayers of Kentucky to keep this issue on the table. It was also stated that some of the issues are not deferred maintenance and those could be addressed rather quickly. Dr. Jackson confirmed critical needs which must be addressed first have been identified and are included on the Critical Projects List presented to the Board and only some of these projects are funded. Projects will continue to be added to this list as things occur for which there are no plans or funding to address. Dr. Tharpe requested a plan on how to best address these deferred maintenance issues moving forward, understanding that changes will occur, in order to hold the administration accountable and meet the Board's fiduciary duty. The plan should take into consideration the funding the University has available and a contingency should be in place if the plan does not work. It is understood that the electrical grid project cannot be completed at one time but there must be a contingency in place in the event the entire system fails. Regent Rudolph agreed there needs to be a plan that outlines when projects will be undertaken, in what order and what Regents can expect this time next year. In looking at the project listing presented it is not clear when the situation in some of the residential colleges will improve. The plan should provide information which gives the Board a good idea of when projects will be accomplished so it knows whether progress is being made. Ms. Dudley reported that target dates for completion have been provided on the Critical Projects List but this information can be provided in a different format. Many of the priority projects are currently being undertaken. A Roof Replacement Plan has already been developed and was included in the eBoard book. It was added that being able to make a plan and identify funds for this purpose is further complicated by the fact that the University has no assurance of state funding. An examination of reserves will need to be undertaken to determine how much progress can be made in terms of meeting these needs. Confirmation was provided that a study of reserves will be undertaken and that information will be shared with the Board. Mr. Kemp stated the Critical Projects List represents a first step in developing the requested plan because it also includes an estimate of the cost for these projects. Ms. Dudley reported that the listing provided includes those projects which must be addressed because they are critical to building usability and cannot be funded through the regular deferred maintenance pool. This list does not represent every Facilities Management project occurring on campus. Every year approximately \$4 million is utilized for routine maintenance needs on campus. Setting priorities based on when dollars are available is difficult and an attempt is made to get the most life out of a facility as possible due to the current budget situation.

Ms. Dudley also reminded the Board that the Council on Postsecondary Education (CPE) is conducting a Deferred Maintenance Study for all schools and she serves on that Committee. The process is underway to develop the Request for Proposals (RFP) to hire a third party to visit each school and identify the value of deferred maintenance needs on campus and this will include the status or lifespan of particular facilities. This work was last undertaken in 2007 and the University's deferred maintenance need at that time was \$28 million to get each building to a certain level. Each school will have a section within the CPE plan and will contribute to the funding pool. Murray State's portion is estimated to be \$50,000 to \$60,000. The study is expected to begin during Summer 2019 or early Fall. Confirmation was provided that it is expected this study would identify needs in each facility and rank those in terms of urgency. University staff do not have the expertise to undertake this work. Chair Guess reported that the Board will continue to focus on visiting campus facilities because it recognizes the power these facilities have in terms of preserving the University's history, the legacy this Board leaves behind, recruitment and retention and Murray State's overall brand. At the same time, the Board recognizes the funding challenges the University is facing.

Ms. Dudley continued her report regarding critical projects and highlighted the following:

- The consultant is completing the final design for the Waterfield Library porch project and work is anticipated to begin over the Summer. The status is the same for HVAC modifications in this facility. Funding for these projects was designated by the Board but brick tuck-pointing work has also been undertaken and funding from the overall performance maintenance pool was utilized for that portion of the project which has now been completed.
- Moving forward, consideration is being given to energy savings program options. The Board was presented with information last year regarding energy savings program options which the University has state authorization to undertake. Under this model an energy firm is hired to manage utility usage on campus. A bid has not yet been distributed because other projects and Facilities Management staffing issues have resulted in delays in the process. As part of an Energy savings Contract (ESCO),

the University would identify projects to be undertaken and the company would work to implement what is needed because they will receive a return on investment for those utilities to pay off debt. These energy firms front the money to undertake needed projects and the resulting savings pays them back. It is possible that ten projects could be presented to the Board for approval as one phase of an ESCO. Some of these projects could have a quick turnaround in terms of return on investment while others may take much longer to produce a return on investment. These projects would need to start quickly and there has to be sufficient University staff available to manage those. Many schools have experienced success with ESCOs which represent a guaranteed energy savings. One vendor has undertaken work to help the University understand its opportunities – such as windows for Wells Hall and Woods Hall, automated building systems, HVAC repairs and Central Plant chillers – projects an Energy Savings Contract would define as resulting in savings if undertaken. Projects within the \$15 - \$20 million range have a short enough return on investment which would serve as an incentive for the successful firm to invest. The firm is investing their funds through a financing arrangement that the University would pay off by moving funding from the utilities budget (due to savings) to the debt budget. Dr. Jackson reported what is being proposed is part of a longer-term deferred maintenance plan. Confirmation was provided that a firm has already conducted an audit and provided suggestions on appropriate projects to be undertaken if an Energy Savings Contract is pursued. It was suggested that follow-up work with the local electric company be included as part of this process to ensure what is being proposed by the ESCO is actually feasible for the University and the expected return will materialize. The University would also be required to verify energy savings and this could be difficult because some buildings are not currently metered. The firm and the University would determine the maximum return on investment that can be paid off in the shortest amount of time so returns are realized on an ongoing basis.

- The Roof Replacement Schedule was provided in the eBoard book. This fiscal year the roof on Carman Pavilion and a portion of the Blackburn Science Building roof are scheduled for replacement. The garage roof replacement at Oakhurst has also been added. These projects are funded from the University's Consolidated Educational Renewal and Replacement (CERR) fund which comes from interest earnings the University receives on its cash balances in Frankfort. Interest earnings have been estimated over time and roof replacements have been scheduled accordingly based on the age of a roof and the remaining warranty. The Board reached consensus that the University should pursue the feasibility of an Energy Savings Contract to address deferred maintenance projects.
- The JH Richmond project has been bid and responses have been received. A Letter of Intent has been issued to Pinnacle Construction in Benton, Kentucky. This is the same company that constructed the original building and they have also helped with the deconstruction work that has taken place in preparation for the bid process. The project scope will be \$12 million for the restoration of the building to its original state and this is what insurance will cover. If the total project cost is more, insurance would also cover that amount. The costs that the University will cover include a full roof replacement and redesigning the back entry (slightly less than \$1 million). It is hoped the contract will be signed the first of next week because the contractors cannot order materials or secure subcontractors until the plans are approved by the state. Ordering supplies before the plans are approved would be at the contractor's own risk which is not feasible. Confirmation was provided that the bid included completing this project in time for August 2019 move-in but this will be dependent on winter weather and the availability of inventory because steel is currently at a premium. The state is viewing this building as half being under the old codes and the other half being under the new codes which have changed but the engineers should have accounted for this in their designs. Confirmation was provided that the bids came in as expected by the design engineers and were actually slightly lower. The University's consultants – Lockett and Farley – called the state yesterday to follow-up on the plan review process. The state has indicated they are understaffed and their plan review is behind. It is taking eight weeks or more for plan review to reach completion. Murray State's plans have already been in Frankfort for four weeks but another four to five week delay is anticipated. Discussions began yesterday in terms of work that can be completed without plan approval and it is anticipated there are projects which can be started in the north end of the building but nothing can be covered up in this part of the building until inspected. Inspectors will not inspect the building until the plans are approved by the state. No foundational work can be done until the plans are approved by the state and this is the work that needs to begin now. Confirmation was provided that insurance is paying the replacement cost for the Clark Hall full roof which sustained significant damage. Confirmation was provided that the contract allows for weather days. If the project is delayed the contingency is there will be a soft opening at the beginning of the Spring Semester. If this materializes plans will be developed accordingly.
- A Housing Survey which was issued to all students was included in the eBoard book. The goal was to have a 10 percent response rate and reminders have been sent to help reach this target and results will be shared with the Board. Campus Master Plans have been developed and last year the Board approved issuing an RFP for a design firm to update the Housing Campus Master Plan. Due to the budget situation the decision was made not to proceed in this direction but to consult the 2013 Master Plan and determine whether they remain viable moving forward. The survey was issued to students to determine their wants and needs so housing space could be configured accordingly. It was indicated that the Auxiliary Services Review undertaken in 2017 was more focused on the operational

aspects, revenue enhancement strategies and outsourcing options for Housing, Dining and the Bookstore – not housing stock and the physical status of the facilities.

- A determination will still need to be made in terms of the appropriate housing stock for the University and this will be influenced by enrollment. Studies have been conducted in this regard but those were done during periods when the University's enrollment was significantly higher. More online and hybrid classes have had an associated impact on the residential side of campus. Determining the appropriate median for the long-range will be the next step following the student survey. Current housing occupancy is 85 percent – which is the same as last Fall. The question was asked if plans are in place in terms of which residence hall will be taken off-line to begin renovations when JH Richmond reopens. Ms. Dudley reported a particular facility has not been defined because it will depend on which facilities will be renovated and those that will be razed. If a currently-occupied building is taken off-line there must be a facility available to house those displaced students. Students who lived in JH Richmond are now being housed in old Richmond and old Franklin. It is expected these students will move back to JH Richmond when completed and the two buildings where they are currently housed will no longer house students but must still be maintained. As the next step in the housing process is taken these facilities may be needed for overflow. Dr. Jackson added that part of the issue with rightsizing and the number of rooms is the University must balance long-term debt, beds needed and revenue when facilities are taken off-line. A request was made for a report on the percentage for each classification of students living on campus at the freshmen, sophomore, junior and senior levels.

It was indicated that the current condition of the residential colleges is a concern and the Board is focused on the deferred maintenance work which needs to occur in these facilities as well as upgrades and cleaning enhancements which must also be made. The Board wants to know when it can expect improvements in this area. Mr. Payne confirmed that when he is recruiting questions are frequently asked about how modern the housing facilities are and this does have an effect on recruitment. It was stated that a request has already been made for an accounting of general University reserves and this should also include information on auxiliary reserves.

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

Adjournment

The Buildings and Grounds Committee adjourned at 10:45 a.m.

The Board adjourned for a break beginning at 10:45 a.m.

Reconvene

Chair Guess reconvened the meeting of the Board of Regents and Committee meetings at 11:06 a.m.

Enrollment Management and Student Success Committee

Lisa Rudolph and James T. Payne – Co-Chairs

Eric Crigler

Katherine Farmer

Virginia Gray

Mr. Payne provided a supply of “Home of a Future Racer” signs and Board members were encouraged to provide these to incoming Murray State students that they know. The Student Government Association (SGA) is also doing its part to participate in recruitment and enrollment efforts. SGA members have visited close to 15 high schools this semester and they are giving tours to high school friends and joining other tours on campus. On November 16, SGA will partner with the Office of Recruitment to host “Racer Preview Night.” All admitted students (5,500) have been invited to campus. These students will have an opportunity to tour their academic college and participate in student life breakout sessions to learn about Greek Life, the residential college system, student organizations, etc. They will then be able to eat dinner in the CFSB Center and watch the basketball game. This event has required a great deal of planning and appreciation was expressed to SGA Graduate Assistant Christian Barnes, Jeanie Morgan, Student Activities Advisor and Administrative Assistant for their efforts in this regard. Mrs. Morgan has worked for Murray State for 42 years and loves this University.

Mrs. Rudolph called the Enrollment Management and Student Success Committee to order at 11:06 a.m. and reported all other members were present. She has attended several of the *President's Commission on Strategic Enrollment Management (PCSEM)* meetings and this is an extremely engaged committee. The initiatives being presented have not only come from this *Commission* but from all across campus. She has not seen any campus as engaged in recruitment as Murray State is right now. Appreciation was expressed to all for their efforts.

Comprehensive Enrollment and Recruitment Initiatives Update, received

Dr. Robertson reported that many new initiatives which resulted from the work of the *PCSEM* are being employed by all areas of campus with new freshmen, transfer and graduate students, the international and military populations and middle school students. Dr. Jackson has set the tone for this work through his own visits to the high schools and communities and meeting with prospective students when they are on campus.

Maria Rosa, Director of Undergraduate Admissions and Transfer Center, expressed appreciation to faculty, staff, students, administrators, Regents and community members who have come together to assist with recruitment and highlighted the following with regard to first-time freshmen students:

- Presidential school visits provide an opportunity for the President to visit local schools and meet with students, Superintendents, Principals and Guidance Counselors. Many of the Regents have joined these visits in their communities. Throughout the Fall Semester Dr. Jackson has visited 16 schools in ten counties within the University's 18-county service region. During these visits some students have been presented with their admission letter to Murray State and Racer Proud signs were distributed in each school visited.
- The Road Scholars Program was revitalized as a recruitment staple. Faculty and staff have joined the recruitment team and now have an enhanced presence in schools in various areas. Many times faculty are able to actually get into the classrooms to have meaningful academic conversations and provide more than general information about Murray State. Over 170 faculty and staff have pledged to participate in the Road Scholars Program and many of them have already been very active. During September approximately 150 students visited campus and this is a wonderful indicator of their interest in Murray State. In October over 500 students are scheduled to visit campus as part of the Road Scholars Program.
- First-time freshmen recruitment initiatives include revamping the Racer Days format to provide more of an al-a-carte menu. This allows prospective students and their families to decide which activities would represent the best use of their time. Two main Racer Days are offered each Fall Semester on Saturdays. Racer Day I is typically offered in September and last year attracted 148 students. For Racer Day I in 2018 there were 350 individuals signed up to participate. Racer Day II is typically held at the end of October or early November and last year attracted 181 students. At this point over 250 students have registered to participate in Racer Day II next month.
- The number of visits to schools in the 18-county service region have been significantly increased to place a focus on this population. Similar visits are also made in the 28-county expanded service region to offer onsite admission and opportunities more than doubled this year in this regard. Visits have occurred in 34 schools over the past five weeks to offer students onsite admission. This provides an opportunity to discuss next steps with these students and answer any remaining questions they may have about Murray State. Staff have been able to talk to over 860 students in-person, one-on-one and that is more than double the number of students the University was able to reach through this one initiative last year.
- The SGA event that is being planned in November will allow admitted students to come to campus and be hosted by the Murray State SGA. It is invaluable for these students to hear from actual students how wonderful Murray State is and this has positive results. Mr. Payne confirmed that the goal was to make this event completely student-led and there are 65 current students who have volunteered to help. Roslyn White, Associate Director of Recruitment and Coordinator of Multicultural Recruitment, added that the creation of more yield events will provide additional opportunities for students to interact with Murray State constituencies to secure the student's commitment to attend and this has not always been the case in previous years.
- Another new yield event is the Education Abroad Preview Day for admitted students. Current students and alumni are sharing their stories on how valuable a study abroad experience was for them and being able to interact with admitted students regarding this opportunity has significant impact. It was reported that 240 students from Murray State participated in Study Abroad last year. Confirmation was provided that efforts are also underway to identify new exchange program opportunities. The number of Murray State students who participate in a study abroad opportunity is actually higher than the national average.
- Several events and receptions for prospective and interested students are also held in their home communities, particularly in the larger metro areas. A reception was held in St. Louis last week and receptions are being planned in Louisville, Lexington and Memphis next month. The Paducah event

will be held next week at the *Paducah Regional Campus*. Ms. White indicated that the St. Louis reception occurred on the same night as an alumni event. Alumni actually joined the student event and were able to talk with them about their experience at Murray State and this was very well received.

- Murray State Student Ambassadors – along with assistance provided from SGA members – are making calls daily to newly-admitted students for Fall 2019. Hearing from current students is meaningful for prospective students. On occasion the student callers reach a parent and those conversations are also valuable.
- The goal of the Racer Proud letter writing initiative is to provide a handwritten letter or postcard to every student who is admitted to Murray State. Thousands of letters and postcards have been sent but the Recruitment Office is receiving help from faculty, staff, students and Regents and this work is one-third of the way completed.
- A consultant visited last month to evaluate the campus tour prospective students and their families receive while visiting Murray State. Over the course of a year the consultant works with 60 schools of a similar size and culture as Murray State and has a great deal of experience in this area. The consultant was on campus for four days and has conducted follow-up research and calls to be able to provide a comprehensive view of what students and families experience when visiting the University. The preliminary report outlines the great opportunities which are already provided to students but also recommendations for enhancement. The full report is expected within the next two weeks. In terms of when some of the recommendations will be implemented, it was reported that the consultant worked with the Student Ambassadors and focused on body language and the specific words that are used. She also made recommendations related to signage and campus appearance. Overall, the campus visit was deemed to be good but there is always room for improvement.
- A review of the University's full communication plan with prospective students and their families has been undertaken and was specifically geared toward yield from the point of admission to these students actually being in class on the first day of the Fall 2019 Semester. As a result, communication efforts have been enhanced in many areas. Students are being contacted by Murray State through a variety of media – letters, postcards, texts, emails, phone calls, personal visits and attending events on campus – in an effort to maintain constant contact with them as they are making their college decision.
- In response to whether admission numbers are up this year, Mrs. Rosa reported that while the number of admitted students is an indicator to watch, national trends show today that is not a concrete predictor of whether a student will actually attend. High school students are applying to between eight and 12 institutions which means application numbers have lost some value from a predicting standpoint. From a strategic standpoint, decisions were made this year to front load a lot of the initiatives that drive admission numbers. Work was undertaken with a marketing firm specifically related to admissions and as a result a fee waiver opportunity was presented much earlier in the process. The high school onsite visits are now occurring in September and the first part of October and these were more spread out in the past. Initiatives such as these will allow Murray State to communicate with these students over a much longer period of time. Murray State has a quality product but must ensure students and their families are fully aware. Currently, admitted student numbers for Fall 2019 are up over this time last year but a focus is being placed on other ways to predict the probability of a student coming to Murray State.

Mrs. Rosa reported the following with regard to first-time transfer recruitment initiatives:

- The Accelerate U! Program has been developed in coordination with WKCTC. These students will take classes on the Murray State campus their first year and will have an opportunity to live in the residential colleges. Resources which are heavily dedicated to these students during their first year are key to their success while also providing an opportunity for a more traditional four-year college experience. There are currently 40 students enrolled in Accelerate U! and all participants are having a great experience. They are learning along the way and are already making plans for next year. These are students who would not have met Murray State admission requirements as first-time freshmen but desire to attend college. As they complete the first year of the Accelerate U! Program they will automatically move into full-time status during the second year and, provided they meet all requirements, will be considered a first-time transfer student for Murray State. For Fall 2019 approximately 250 students have been invited to participate in the Accelerate U! Program and a number of them have already accepted the invitation. Confirmation was provided that the program will only accept the number of students the University can provide resources for in order to ensure they can be successful. The goal has been set to enroll up to 150 students if possible but that may need to be adjusted as the year progresses. Confirmation was provided that beginning in Fall 2019 the new CPE requirements will not allow four-year universities to teach traditional remedial courses on campus. Murray State does have plans to provide some services to these students who would have met the University's admission requirements but needed remedial courses. These students will now be provided with an opportunity to take co-requisite classes in English, reading and mathematics which are in support of the college credit-bearing courses they will be taking in an effort to help these students matriculate with their colleagues in pursuing a college degree. Accelerate U! students are those who would not have met the University's admission standards or the criteria for taking co-requisite courses and would not otherwise have an opportunity to attend college-level courses. These

students will work through the community college curriculum and eventually transfer to Murray State. Confirmation was provided there is a housing requirement for this first year of the program but that could be adjusted in future years. The University is also receiving requests from out-of-state students who want to be part of the Accelerate U! Program.

- Enhanced VIP events present opportunities for Transfer Recruitment staff to go on the road with representatives from Student Financial Services to meet in person with community college students to offer on-site admissions, preliminary advising and financial counseling. The program is being expanded this year with the addition of new locations.
- The University will also have an additional presence and office hours at the community college campuses and efforts will continue to be focused on relationship building.
- The enhanced communication plan targeting students along the application funnel represents a component of the full yield plan discussed earlier but for first-time transfer students. Messaging is tailored specifically for transfer students and their needs.
- Additional international articulation agreements are being identified to build pathways.
- Efforts are also underway to partner with the academic departments which are supportive of the transfer student mission. Faculty from all academic departments are willing to travel to the community colleges with the admissions and recruitment staff to meet with students and talk with them about opportunities to transfer to Murray State.
- Opportunities have been increased to present in First-Year Experience classes. In the past two and a half weeks staff have talked directly with over 300 students in one community college alone.
- Transfer student scholarships are now available for students who are starting in the Spring Semester. Transfer students do not typically follow the traditional timeframe and providing an opportunity for students beginning in the Spring to earn a scholarship is expected to be significant. Confirmation was provided that the plan is for this initiative to continue if financially feasible.
- Additional one-on-one appointments at the community college sites are being offered and present an early advising opportunity.
- Campus bus-in events are also being held for transfer students to bring them to Murray State. Work is undertaken with community college advisors to assist these students with transportation so they can see Murray State first-hand. When the University is unable to get the actual student to campus the next best scenario is to have the community college advisors visit to show them all Murray State has to offer. This will mark the fourth year the Community College Showcase event will be held on campus. Community college advisors from three states will be in attendance and will have opportunities for professional development while on campus. Information on opportunities available at Murray State will be provided and the advisors can then share that information with their community college students.
- There will be a full relaunch of the Transfer VIP Connect Joint Admissions Program. A joint admissions agreement has been signed with four of the area community colleges. Discussions are underway with the Kentucky Community and Technical College System to sign a joint admission agreement which will provide this opportunity for students across the state. The initiative provides for joint advising opportunities early in the process to ensure students are taking the right courses at their respective community colleges, making their time to degree as efficient as possible.
- Website audit and enhancements are being undertaken with Branding, Marketing and Communication to ensure the transfer website is easy to navigate and information students need is front and center.
- Work is underway with transfer students who came to Murray State within the past year and a half to discuss their overall experience and determine where opportunities for improvement exist to enhance the experience for future students.
- Work is also underway for the Alumni Relations Office to partner with the various community college events. Last year over 700 Murray State alumni were employed at community colleges across the country. Information has been presented to these individuals and they were provided with pennants for their offices.

Dr. Robertson reported that the initiatives just outlined are woven throughout the Strategic Enrollment Management Plan – Phase I – that has been developed. Chair Guess expressed appreciation for this presentation which was well organized and communicated and provided solutions. It is clear that there is positive energy on campus. The difference in this presentation from those in the past is remarkable.

Dr. Robertson indicated that the key to these strategies is how the University can predict which students will actually enroll. Dr. Fister reported that a chart was provided in the eBoard book as part of the Enrollment Management presentation. She was charged with reviewing Fall 2017 data related to first-time freshmen enrollment measures to identify areas on which the University must focus. Information was presented for both Fall 2017 and Fall 2018 enrollment in the 18-county service region as well as overall enrollment. Various metrics were loaded into this model which included the percentage of students who are admitted. Data shows the majority of students – 84.10 percent – are admitted by December 31. Work that is underway now is critical for predicting Spring enrollment. The percentage of students who complete the Free Application

for Federal Student Aid (FAFSA) and the scholarship application reveals that there appears to be more students completing the FAFSA than the scholarship application. It must be determined whether more students are eligible to apply for scholarships or whether they are simply not applying and additional communication may be required in this regard. A graphic for the 18-county service region for targeted work was also presented. In Fall 2017, 25.93 percent of students did not submit the scholarship application and for Fall 2018 this was 21.17 percent. Work is underway to identify those predictors and the associated score to determine how likely students are to attend Murray State after completing the steps required for the various measures. An effort is being made to provide reliable predictive analysis that will help Enrollment Management moving forward. The goal of this initial predictive work is to understand the dynamics that move a student from applied to enrolled status. One predictor which will be added to this model based on discussions today will be the campus visit. If a student attends Summer Orientation and registers there is between a 96 and 100 percent likelihood that they will actually attend Murray State. It would be beneficial to know when students are attending Summer Orientation earlier in the process. Data is being reviewed for the 18-county service region and for the entire state of Kentucky. The focus of this work has been on first-time freshmen students. If the percentage of students completing the housing application can be known earlier that could help predict occupancy rates and provides a reliable indicator. Data has also been analyzed related to first-generation students. Support must be provided for these individuals because as of the end of July, 42 percent of Murray State students were first-generation students in the first-time freshman class, 66 percent are from Kentucky and 8.67 percent are from Illinois. Initiatives are included within the Strategic Enrollment Plan in terms of how to address this population. More data is now available than ever before in terms of where the University currently stands and where it needs to go. A question was asked whether there is a correlation between students who participate in Racer Days and those who actually attend Murray State. It was indicated that data in this regard is not yet available but will be taken into consideration. Dr. Jackson added that the housing application indicator has a direct correlation to student attendance and the difference in Fall 2017 and Fall 2018 numbers corresponds almost exactly with the enrollment decline. The question was asked why data from the last three years is not being reviewed to exclude the Richmond incident. Dr. Fister reported that some of the data needed had not been collected over three years and she had to make a decision on the data to be utilized. Fall 2016 is important because that is when the admission standards changed and that could provide useful analysis. It is positive that the current grade point average (GPA) is 3.46 for students from the 18-county service region. Data in some of the categories being analyzed is not in every file so Fall 2016 cannot be easily compared to Fall 2017. Confirmation was provided that the median number of days between when a student applies to when they are admitted is between three and five and applications are being processed as quickly as possible. Once a student is admitted they immediately receive a message from the University through the Content Resource Management system. Dr. Tullos confirmed that it is more difficult to recruit first-generation students than it is to recruit a student with parents who attended college and the education level of parents helps illustrate the likelihood of these students actually enrolling. In some cases the parents must be convinced of the value of a college degree. It was indicated that some underrepresented students may have the grades but they do not understand how to actually get to college. It would be helpful to provide one-on-one sessions with these students and perhaps their parents to help them complete the necessary paperwork. Dr. Robertson confirmed a great deal of information on the college-going experience is shared through the University's TRiO programs for first-generation, low-income students. TRiO cannot recruit for a specific institution but can discuss college in general. Once students know the TRiO representative is from Murray State they know resources are available from the University. A suggestion was made for an information sheet to be prepared that students can take home to their parents regarding the overall college-going process. Confirmation was provided that initiatives being undertaken by Ms. White and Dr. S. G. Carthell, Executive Director for Multicultural Initiatives, Student Leadership and Inclusive Excellence are geared toward addressing this issue.

Dr. Robertson reported that with regard to multicultural student retention the University was recently recognized by the state for how well it serves African-American students. The study was undertaken by the University of Southern California and Murray State received the second highest equity score of all public universities in the Commonwealth of Kentucky. This is primarily due to the work of Dr. Carthell and the programs and services he helped put in place to serve these students.

Dr. Carthell reported the following:

- Dr. Marvin D. Mills passed on September 3, 2018, but Dr. Carthell had an opportunity to spend four hours with Dr. Mills the Saturday before and a significant portion of that discussion centered on Murray State. Dr. Mills was one of the University's early faculty members and largest academic donors. The legacy Dr. Mills left behind is the reason why so many initiatives are currently in place.
- The Emerging Scholars Institute (ESI) is the main retention and leadership development program in the Multicultural Initiatives, Student Leadership and Inclusive Excellence office. ESI students have had a 3.0 cumulative grade point average for the past seven years and over a 3.2 cumulative GPA for the past two years. The program averages 80 to 110 students. Students have also received the Blue Ribbon Scholarship as a result of their involvement in the Emerging Scholars Institute. ESI received one-time funding (\$12,500) from the President's Office to assist with efforts specifically related to the 2015-16 underrepresented minority (URM) cohort but students across ESI will also benefit from this support.
- There are approximately 170 students enrolled in the Emerging Scholars Institute. Of those, 60 are first-time freshmen and four are first-time transfer students. Approximately 70 students enrolled in ESI have some type of diversity or retention scholarship and the remaining are non-scholarship students. There has been an increase of approximately 60 students in the program overall. Students with an ACT score below 20 were allowed to enter directly into the Emerging Scholars Institute and staff worked with those students through the MAAP program to ensure they would be successful in this rigorous initiative. Enrollment in ESI includes 15 Pathways students and three Accelerate U! students. The ESI reaches out to all URM students and invites them to participate in the program if they qualify. If they do not qualify they are enrolled in the MAAP program. Dr. Robertson confirmed that there is a retention alert system in place and grades are monitored. Faculty participate in this process and refer students to the Student Engagement and Success Office if they are struggling. That office then reaches out to the students to provide available resources. Staff, parents and other students can also make referrals.
- Additional retention initiatives include tutoring and study group sessions once per week. Many times students have to learn how to study because they did not develop this skill in high school. Courses where students are typically challenged in this regard have been identified and additional support is being provided. Participation in the tutoring and study group sessions has averaged 25 students but is expected to increase. The Mentoring Program has been redesigned to allow for a greater awareness of the demographics for these students. Eight leadership team members and Faculty Fellows (through a partnership with Academic Affairs) share resources. All students in ESI are contacted twice per week by a team leader, every two weeks they attend an event with their Faculty Fellow and once per month they participate in an event with faculty leaders. The MAAP program helps to develop a profile for these students and identify a plan for them for the next two semesters. This plan involves the students working with faculty to help develop this relationship.
- ESI students and the Executive Director are assisting with recruitment visits. The Executive Director is also a participating member of the Road Scholars Program. Retention workshops are offered to provide information on time management, handling college expenses and financial literacy and how to develop a plan to pay for college. Attendance in these workshops generally numbers 25 to 30 students. Work is also undertaken with the National PanHellenic Council, Greek organizations and special clubs to allow students to be involved and engaged but remain academically focused.
- Once per month the office hosts Student Success Potlucks. There is one being held this evening and 58 ESI students are signed up to attend in addition to 20 Accelerate U! students and 13 faculty and staff. This further allows faculty to make connections with these students.

Peggy Whaley, Director of Student Engagement and Success, reported the following:

- As of Day 40 the retention rate for first-time freshman is 76.4 percent which is a 2 percent increase over this same period last year. Other freshmen represents students who struggle to make it to the sophomore level and retention for this group is 66 percent. Mid-term grades were posted within the last week and the office has reached out to students who have between one and three failing grades to make them aware of available resources and deadlines.
- The Office of Student Engagement and Success monitors the referral service mentioned earlier and there are usually ten to 15 referrals every week.
- A review of the low income (LI) and underrepresented minority students in the 2015-16 cohort is being undertaken. An effort is also being made to reach out to students in this cohort who have stopped out. Data with regard to this cohort reveals retention numbers remain strong. From the 2015-16 cohort there were 16 LI graduates and one URM graduate in 2018. There are also more students in the junior and senior levels than in the sophomore and freshmen levels which indicates a positive progression toward six-year graduation. With regard to progression into senior status, 45.20 percent of low income students progressed. URM progression into senior status was 38.01 percent. Work is being undertaken with Dr. Robertson and the Office of Institutional Effectiveness to determine how to reach out to these students and resources that can be offered. Dr. Carthell's programs are developed in such a way that he has great success with the underrepresented minority group. Dr. Robertson reminded the Board that the 2015-16 cohort is important because of its relationship to the criteria being utilized by the CPE to determine performance funding.

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

Adjournment

Chair Guess reported that the Board will tour the Institute of Engineering and have lunch in that facility. The plan will be for the Board to reconvene at approximately 2 p.m.

The Board adjourned for lunch at 12:30 p.m.

Reconvene

Chair Guess reconvened the Murray State University Board of Regents Meeting and Committee Meetings at 2:08 p.m.

Mrs. Rudolph reconvened the Enrollment Management and Student Success Committee at 2:08 p.m.

Matt Jones, Coordinator of Domestic Graduate Enrollment and Recruitment presented the following:

- Graduate enrollment as of Day 22 in 2017 was 1,329 and for 2018 is 1,316. As of this morning an additional 65 students were admitted for Spring 2019, an increase of 20 students over this time last year. Of these 65 students, 42 are from Kentucky and the remaining 23 are from out-of-state.
- Over the last two days free applications to graduate school have been offered to Murray State undergraduate students graduating in December. There were 41 students who took advantage of this offer, with 22 enrolling in Fall 2019.
- Graduate recruitment and enrollment initiatives include degrees to certificates, regional campus events, recruiting fairs and online efforts. Last night the University hosted its first Graduate Recruitment Fair with 52 student participants. Representatives from nearly every graduate program were in attendance and all students he spoke with plan to enroll in either the Spring or Fall 2019 semesters.
- Numerous prospective graduate students have visited campus. Since August 1, 2018, 60 students have inquired about graduate programs through the website and responses have been provided to these individuals. The Graduate Academic Program website has received 44 inquiries. Over the past month and a half 18 recruitment events have been completed providing for a connection with approximately 240 students. There are nine additional recruitment events to be held this semester and it is anticipated this number will increase further. Many faculty members are also heavily recruiting for graduate programs and they are making adjustments to their programs and websites as necessary.

Dr. Arant reported that there has been an increase in the number of graduate programs offered by considering eight-week courses versus 16-week courses and accelerating these programs. Delivery methodologies are also being reviewed to increase the number of graduate degrees available online as well as offering those at the regional campus sites. *Regional Campus Advisory Councils* are also being established for the regional campuses and will help the University identify program offerings that are needed in those areas. Graduate recruitment efforts are progressing well in a number of targeted areas. The college that has experienced the greatest decrease in graduate enrollment is now beginning to stabilize. This represents a multi-faceted effort in which many individuals are involved.

Dr. Robertson reported the following with regard to international enrollment and recruitment initiatives:

- Bill McKibben serves as Director of International Enrollment and Retention but was unable to attend the afternoon meeting.
- Information was presented on all international locations University faculty and staff have been visiting this Fall and the dates those visits occurred. Additional meetings with the Ministry of Education in certain countries will continue in the Spring. A *Memorandum of Understanding* has also been developed aimed at a particular international student population and he and Dr. Arant will visit the Embassy in Washington, DC, later this month to finalize the agreement. This could result in 20 to 25 additional students in Spring and Fall semesters as well as a large number of English Language students.
- Target yield numbers for specific countries were presented and numbers are strong. There are many initiatives being offered in China for both English Language and regular university students. This includes the partnership with Shandong Technology and Business University which will produce a significant cohort and the University is currently awaiting Southern Association of Colleges and Schools approval. Murray State is a member of a consortium with the American Association of State

Colleges and Universities and has been partnered with Northeastern Agricultural University. Drs. Robertson and Zou will visit this school to establish an agreement which could result in 40 additional students in the *Hutson School of Agriculture*. Additional international travel will occur during late Spring and into Summer 2019.

- Publications, promotions and communication include a parent publication, #YouAreWelcomeHere Campaign, international student scholarship grid, alumni newsletter and increased high school and community college visits. Two scholarships have also been established for undergraduate international high school students. Alumni international recruitment efforts are being enhanced to reach Murray State graduates in these areas.

Mr. Lavit and Jud Faust, Coordinator of Veteran and Military Student Success, presented the following with regard to military enrollment and recruitment initiatives:

- The Department of Defense (DOD) Tuition Assistance Program provides up to \$250 per credit hour for active duty service members pursuing a college education. Over the years Murray State tuition has outgrown the DOD tuition allowance and the University's ability to service those veteran and military students in its service region has been severely affected. Recognizing this discrepancy, a strategy has been developed that will better serve active duty service members. The key components of this strategy includes waiving the difference between the University's tuition rate and the assistance provided by the Department of Defense and waiving course fees, online fees and the cost of textbooks. It is believed this will represent a successful strategy to better serve this student population.
- Current degree programming at Ft. Campbell includes undergraduate degrees in Social Work, Integrated Studies and Logistics and Supply Chain Management. The Master of Public Administration is also offered. These programs represent face-to-face offerings but some online course are also available to soldiers. The most successful offering at Ft. Campbell has been OSH 101 which represents Emergency Medical Technology training that allows students to apply for state and national registry training. Additional programming is being considered and will focus on certificate courses, short-term credentialing and programs that offer portability for the active duty service member in transition. The average tenure for a soldier on base at Ft. Campbell is 15 to 16 months.
- Once service members inquire about Murray State programs, Mr. Faust contacts them directly to determine the best fit for these individuals. He also has the opportunity to network with many veteran resources. The University will host a Purchase Area Military Appreciation Fair on November 3 in conjunction with Four Rivers Behavioral Health that will offer a suicide and drug prevention program specifically focusing on veteran students. Murray State resources, as well as other outside resources, will be available onsite for these individuals. Career Services will also offer resume review services and other departments will provide activities for the children of service members in attendance.
- The veteran-to-veteran sponsorship program will launch in Spring 2019. The Office of Veteran and Military Student Success is also applying for \$25,000 from the Veteran's Program Trust Fund.
- The Racer Student Veterans of America chapter is planning several on-campus events to energize the current veteran student body. Mr. Faust works with the Transfer Center to identify veterans when they apply to Murray State. He also attended the September 12 Wounded Warriors Career Fair and will attend the November 14 Fall Education Fair – both on-site at Ft. Campbell.
- The Office of Veteran and Military Student Success will also be moving into renovated space in Blackburn Science Building to better serve these students in one location.
- It was suggested that marketing available Murray State programs to active military and veterans will be the key to success. Due to Ft. Campbell's policy on academic recruiting the University is restricted from attending some events but efforts are being made to change this policy. The policy was originally enacted related to certain predatory recruiting practices by certain for-profit universities and Ft. Campbell was the epicenter of the issue at the time.
- Consideration is being given to long-term offerings in this area which is also an initiative the Kentucky Workforce Development Cabinet is interested in pursuing to help these soldiers secure jobs in western Kentucky. The ideal model would be to initially provide service members with a certificate in an area where they are already versed – such as Leadership, Human Resources and Logistics and Supply Chain – because it corresponds to their job in the military. This would allow these individuals to be placed in entry-level positions and they would already have 12 hours of certificate training from Murray State that can be utilized toward earning a bachelor's degree. The number of soldiers from Ft. Campbell who are looking into graduate programs is surprising and Murray State is determining the feasibility of providing the offerings needed in this area.
- The University has invested in the *Newcomer Briefings* which are provided to approximately 170 soldiers and their families arriving on base weekly. The office also participates in Military Connect which is for anyone with a military background with dependents – spouse or children.
- Commanding officers from Ft. Campbell have visited the Murray State campus to discuss how Murray State and Ft. Campbell could become more connected.
- The Veteran Student Organization on campus will be sending care packages directly to the 101st Combat Aviation Brigade stationed in Afghanistan.

Appreciation was expressed for Murray State efforts in Hopkinsville, specifically related to Ft. Campbell, because this could have a significant trickledown effect on workforce retention and economic development. Efforts such as this could also help Ft. Campbell from being affected by another BRAG and this assists with Hopkinsville efforts to attract industry to the area.

Audrey Neal, Director of Talent Search for Kentucky and Missouri, reported the following with regard to middle school recruitment and outreach efforts:

- Murray State has eight TRiO programs on campus and a number have been established for some time. All are grant funded and for that reason on occasion programs are lost.
- There are two Upward Bound Math and Science classic grants, two Talent Search grants, Student Support Services and the Mayors Scholars. The Talent Search programs are the only two that actually work with middle school students. Upward Bound and Upward Bound Math and Science work with students at the high school level. One Talent Search grant provides funding to work with middle school students in western Kentucky and the other serves schools and students in the southeast Missouri area.
- The key to working with middle school students in terms of college readiness is giving them an opportunity to visit a college campus. A campus visit has more impact than any other initiative employed with these students. The same type of campus tour cannot be conducted for middle school students as would be done with those in high school. Middle School students – especially first-generation, low-income – have many misconceptions and have received misinformation about college. This is because they are not surrounded by anyone who has attended college. Their exposure to college comes from what they have seen in popular culture and in movies. When these students are on campus an effort is made to ensure they are as engaged as possible through hands-on activities with the departments and that they are provided with an opportunity to interact with Murray State students. This leads the middle school students to ask questions and is when the various programs and majors offered by the University can be explained. The campus visit for these students also focuses on the residence halls and allowing them to eat in Winslow Dining Hall. For the majority of these students this represents the first time they have traveled across county lines or been in a building where they had to ride in an elevator. At the end of the day these students are asked whether they can picture themselves on the Murray State campus like the other students they met throughout the day. It is hoped students will be able to answer in the affirmative.
- Efforts to partner with the Athletics Department are needed because many of these middle school students want to be professional athletes despite the fact that they currently do not play a sport. Explaining other career options centered around sports can help these students become more realistic about their future. They can be given an opportunity to intern with different units associated with athletics and could also be provided with an opportunity to attend a football game.

Dr. Tharpe stated that parents think they hit the lottery when their children are accepted to participate in TRiO programs. The parents do not understand what is involved in their child attending Murray State – or any college. They need to understand acceptance into a TRiO program does not mean their child will automatically receive a scholarship. A suitable residential college to house these students must also be identified because putting them in certain facilities could ruin the entire experience. Confirmation was provided that Upward Bound Math and Science and Upward Bound Classic both offer six-week campus programs during the summer and Talent Search offers a one-week program. Agreement was reached that these students should be presented with the best picture possible so their experience is positive. Confirmation was provided that there is also outreach to parents to explain the program in greater detail so they can better manage expectations.

Confirmation was provided that Super Saturdays have been offered in the past for middle school students but one will not be held on campus this Fall in preparation for a larger Spring event. Approximately three years ago a Summer program was offered and an effort will be made to refocus and repurpose other resources to resurrect that initiative.

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

Strategic Enrollment Management Plan – Phase I, approved

Drs. Arant and Robertson reported that many of the recommendations and initiatives being presented today resulted from the SWOT analysis undertaken by the *President's Commission on Strategic Enrollment Management*. On June 4, 2018, former President Bob Davies met with the *Commission* and delivered the charge of developing a Comprehensive Strategic Enrollment Plan for the University. This Plan was to be rolled out in phases with the first being focused on this academic year. Future phases would include not only recruitment but retention. The *Commission* met every Tuesday to discuss the findings of the various Task Forces that were

formed out of the work of this body. The energy and the urgency with which this group approached its task has been impressive. The work of these Task Forces was compiled into the SWOT analysis which originally contained over 1,200 ideas. The *Commission* was charged with developing a phased Plan and Phase I of the Comprehensive Enrollment Management Plan is being presented today. As the Comprehensive Enrollment Management Plan was being developed there was a desire to tie this work into the overall University Strategic Plan and target goals have been provided accordingly.

Dr. Tullos reported that when she has developed Comprehensive Strategic Enrollment Management Plans in the past they have taken nine months to one year to complete. Enrollment Management is defined as determining the optimal enrollment for a particular campus. In her entire 30 years in higher education she had never seen such a comprehensive SWOT analysis as that undertaken by Murray State. Results of the SWOT analysis have now been incorporated into Phase I of the Strategic Enrollment Plan. Appreciation was expressed to Dr. Fister who has been invaluable in this process to ensure initiatives for today's enrollment management operation were included – such as technology. In other universities where Dr. Tullos has worked predictive analysis was down to a science and this is where Murray State is headed. Many significant changes have already been made to reach this point and she wants to have a conversation with this Board regarding enrollment management. A complete copy of the Enrollment Plan – Phase I was included in the eBoard book.

The Enrollment Plan has three focus areas: Marketing and Communication, Recruitment and Policies and Finances. Goals and action steps were provided and included the person responsible and target dates. The administration will continue adding information to the Enrollment Plan to make it more comprehensive. Dr. Tullos will be the party responsible for ensuring goals and deadline dates are met and confirmation was provided that target dates which have already passed were met. Dr. Robertson reported that the focus areas within the SWOT analysis each have a variety of action steps and those have been discussed. In terms of outcome measures, the person with responsibility for meeting the target date was also provided. Dr. Tullos is monitoring work to ensure it is on target and, if not, determine why. In terms of how the predictive analysis discussed earlier ties into this Strategic Enrollment Management Plan, Dr. Fister reported that there are three main focus areas as mentioned. A color Legend Table was developed to be used as a crosswalk between the specific focus areas with the associated action steps to connect the Phase I Enrollment Plan to work in Student Financial Services, as an example. If an 'x' is indicated under the completed column of the legend that means the action step has been completed. These aspects are interior to the entire Strategic Enrollment Management Plan. As part of this model the decision must also be made in terms of where a student is counted and when. Dr. Tullos reported that more technology strategies will be utilized to enhance Phase II of the Strategic Enrollment Management Plan. She is cautiously optimistic about realizing the enrollment goal of 10,000 students Dr. Jackson has put forth. Approximately 500 traditional students are needed to reach this goal, in addition to backfilling students who graduate.

In terms of hiring a consulting firm for advertising, confirmation was provided that proposals have been reviewed but no firm has been hired to date. Dr. Jackson reported that the RFPs were due last week and the Committee met and reviewed proposals from a number of firms that responded and the pool has been narrowed to two to interview further next week. These are firms that have extensive higher education and recruitment and enrollment experience. Dr. Arant reported that the hiring of an Online Program Manager will be delayed because additional clarification is needed in this regard. Confirmation was provided that 42 additional students must be recruited to reach the break-even point to make the Illinois Housing Scholarship model work. This initiative was funded in the amount of \$126,000 (\$3,000 for each scholarship). There are 348 students admitted for Fall 2019 who would qualify for the housing scholarship illustrating that the response to this initiative has been phenomenal. Decisions will need to be made in this regard, however. It was also very clear from the SWOT analysis that the Alumni Legacy Program needs to be reinstated in some format because it represents a very successful, but costly, recruitment initiative and strategies in this regard are being developed. Dr. Tullos indicated that 14 pages of information was provided in the eBoard book to show where recruitment staff and others are traveling to help increase enrollment. Since August, 252 first-time freshmen recruiting events have occurred or have been scheduled. Another game changer will be presenting financial aid awards earlier in the process.

The question was asked whether a plan is being developed that the University and the Board can follow in future years. If the Board is asked to provide additional funding for particular initiatives it must be able to measure how well the University is performing. Confirmation was provided that this information will be included in Phase II of the Strategic Enrollment Management Plan. The perpetuity of what is working will be constantly analyzed and studied and those areas which are most effective will need to be supported. As Phase II and III are developed any such identified plans will be incorporated to provide sustainability in this area. New initiatives are being explored and some will work while others may not. Marketing efforts must be enhanced to ensure this model is sustainable in future budgets from a recruiting standpoint. Confirmation was provided that an investment in this area will be critical to success. David Looney, Executive Director for Auxiliary Services, reported that housing deposits occur early in the process and that data is reported to Enrollment Management. In response to whether making actual room assignments earlier in the process is possible, Mr. Looney reported this is problematic because there are no designated freshmen housing facilities. Making room assignments during Summer Orientation is difficult due to the complexity of the returning student base. Current room assignments are being made by July 1 and that is earlier than in the past. The predictability mentioned earlier is with the room deposit itself and not actual room assignments.

Chair Guess expressed appreciation for the great deal of work which is being undertaken with regard to increasing enrollment. The Plan seems to include simple action steps and she hopes there will be another layer added. For example, improving the appearance of campus is the action step; the outcome is to improve the living, learning and work environments and the implementation is to address priority needs. She asked whether there is an underlying plan that outlines what is involved in accomplishing this work. Dr. Tullos confirmed that to be the case. The SWOT analysis identified campus appearance as a concern and Ms. Dudley confirmed that information is included in the analysis presented but Phase I does not include the details of that beautification plan. Phase II work will identify some of these details. Chair Guess stated that the Board requested a Comprehensive Enrollment Management Plan and that has not yet been presented. What has been presented is an outline without a great deal of support. Confirmation was provided that more specific actions steps need to be outlined in terms of how the outcomes will be achieved. It appears the work is being done but it is not tied together and included in a Comprehensive Enrollment Management Plan. In response to whether the outcomes presented will result in an enrollment of 10,000 students, Dr. Tullos indicated Phase I represents only the first part of this work.

A request was made for all tables presented to be compiled into one spreadsheet with an associated legend. Dr. Fister agreed to try to develop such a spreadsheet but due to size it would need to be delivered electronically. Chair Guess indicated that with regard to Student Financial Services the action step is to implement the Recruitment Plan and asked what that refers to. Dr. Tullos reported this represents the plans in each of the areas in terms of their recruitment efforts – the list of dates and actions being undertaken by recruitment staff; marketing, advertising and media initiatives; plans for first-time freshmen, transfer and international students and minority student recruitment. Chair Guess stated that there appears to be a great deal of action items but not necessarily a strategy in the information presented. Dr. Tullos confirmed that the strategy is for all units to come together to identify those areas that are visited by University staff every year and determine ways to expand those efforts to attract additional students to Murray State.

Chair Guess indicated that one year ago the University's strategy was the same. Dr. Tullos agreed the strategy is the same but efforts have been taken to different levels. Efforts are being made to do things earlier in the process and information is being developed statistically to determine where the University needs to be. Dr. Robertson added that there are also target goals and ways to best utilize existing resources are being determined to develop synergies. Confirmation was provided that each of the areas presented could be broken down even further to provide for greater accountability than in the past. Dr. Tullos confirmed that an issue over the past two years is that predictions were not focused on yield but on applications. The Plan presented today focuses on yield but this is only Phase I of the overall Comprehensive Enrollment Management Plan. Agreement was reached that a significant number of good initiatives are underway and strategies that have been successful in the past have been resurrected and new initiatives have been implemented. The document presented today sets the overall goals and the President and administration can report to the Board on actions which have been completed. Chair Guess indicated that previously the Board has been presented with broad

statements which are not measurable and have no associated plan (at least as presented) with how those would be achieved. Appreciation was expressed to the Board for the feedback presented today to better inform the *Commission* on how to proceed. It was also suggested that if any of these initiatives have resulted in measurable gain that should also be shared with the Board at the Quarterly Meeting in December.

Dr. Arant reported that the overall objective of the SWOT analysis was to increase enrollment. The strategies which resulted from that objective fell along the lines of the 18-county service region, graduate and international students and how those populations should be addressed. Other initiatives such as campus appearance were ubiquitous to those strategies. The *Commission* was more focused on how to address the individual strategies for particular populations of students. The *Commission* did not spend a great deal of time discussing how campus beautification would occur but instead focused on how to increase enrollment from the 18-county service region and how to reach the more urban populations. Chair Guess indicated she was expecting more of a blueprint like one would see in the business world instead of one page with five or six items and no supporting documentation. A request was made that when this Plan is presented to the Board again those items which have been completed be identified in bold so progress made on reaching those objectives can be determined.

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 Strategic Enrollment Management Plan – Phase I – as presented. Mr. Crigler seconded and the motion carried.

Full Board Action – Strategic Enrollment Management Plan – Phase I, approved

On behalf of the Enrollment Management and Student Success Committee, Mrs. Rudolph moved that the Board of Regents, upon the recommendation of the President of the University, approve the Strategic Enrollment Management Plan – Phase I – as presented. Mr. Kemp seconded and the motion carried unanimously.

Adjournment

The Enrollment Management and Student Success Committee adjourned at 3:40 p.m.

Finance Committee

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

Mr. Kemp called the Finance Committee to order at 3:40 p.m. and reported all other members were present. He reported that the Finance Committee will hold a Special Meeting on November 12, 2018, beginning at 10:30 a.m. At that time the Finance Committee will consider the current-year budget and next year's budget, review the University's position in terms of reserves and evaluate action steps which are being considered by management in greater detail.

Financial Affairs Update, received

Pension System

Ms. Dudley reported that an overview of the cost of the University's retirement systems was included in the eBoard book. Information was presented for both the Teachers' Retirement System (TRS) and Kentucky Employee Retirement System (KERS) and the associated amounts for Fiscal Years 2000 through 2018. In the current-year audit which will be presented to the Board in December, it will be reported that the University expended approximately \$13 million as its share of pension costs. This does not include the year-end adjustments the University is required to make for liability purposes. The magnitude of these rate changes was also presented graphically. The cost for the TRS system has not increased as dramatically as that for KERS. The employer contribution rate for TRS has been 13.84 percent for a number of years but this

year is 15.87 percent. In 2000 the institution was contributing 5.89 percent for KERS employees and today the contribution rate is 49.47 percent. For every dollar the University pays these employees it must also pay the associated percentage rate on retirement.

An update on pension legislation was also provided in the eBoard book. The KERS contribution rate is 49.47 percent for non-hazardous duty and 36.85 percent for hazardous duty. House Bill 200 proposes a change in rate to 83.43 percent for non-hazardous duty and the same 36.85 percent for hazardous duty. This rate increase was proposed in House Bill 200 but House Bill 265 delayed the Fiscal Year 2019 increase for one year. Senate Bill 151 was passed in the 2018 Legislative Session is recognized as the pension reform bill. Franklin Circuit Court Judge Phillip Shepherd has ruled that the pension reform bill is unenforceable because the legislative process violated certain provisions of the Kentucky Constitution but a final decision in this regard has not yet been made. This decision now rests with the Supreme Court and a ruling is expected following the elections. It is believed that if the Supreme Court upholds the lower court's ruling the KERS pension rate for Murray State will increase to 83.43 percent. At this point the University does not know what it will be budgeting for the next fiscal year with regard to pensions. It is expected that retirement rates to be included in the University's budget will be received very late in the process. A Legislative Session will also occur between now and when the University's budget is adopted and that could result in additional changes which are unknown at this time.

Health Insurance

Ms. Gordon reported that a presentation was included in the eBoard book on health insurance review and this information has also been shared with the University Insurance and Benefits Committee. Open Enrollment started today and is completely online. A Quick Reference Guide has been provided to all employees to help them navigate the process. Each year processes and plans are adjusted to help manage costs. Complete healthcare plan costs are expected to be approximately \$12.5 million. The employer pays approximately 86 percent of this cost and for Fiscal Year 2019 it is projected employees will pay 16 percent of the total cost. The Benefits Plan is also an important component of this work. There are currently two high-deductible plans and information was provided in the eBoard book on the cost of those plans. The Health Savings Account is an option tied to those plans as part of the Affordable Healthcare Act. Murray State contributes \$400 into the Health Savings Account for individual coverage and \$800 for full family coverage. If both spouses work at Murray State one would receive \$800 for the family and the other employee would receive \$400 as an individual. The University has also continued to offer the Standard PPO Plan. The strategy has been to encourage employees to become more responsible for making good healthcare choices. Several Open Enrollment sessions have been completed across campus. One of those sessions was livestreamed and the entire presentation is available on the Human Resources website in an effort to make more information available to employees.

There is no better example of shared governance than how the Insurance and Benefits Committee functioned to reach this point with Human Resources. Although \$12.5 million is a significant component of the University's budget, many times the Benefits Plan plays a much more important role in recruiting and retaining good faculty and staff. In certain cases benefits can have more value than the employee's actual salary. Insurance and Benefits is a standing University committee that has both faculty and staff representation. One-third of this Committee changes each year as members serve three-year terms. The membership of this Committee takes its work very seriously and is presented with detailed information to make informed decisions. The University also works with Sibson Consulting to help make better informed decisions. The budget is set on a fiscal year basis but benefits are set on a calendar year basis and this can be challenging.

Human Resources began presenting the most current utilization information to the Insurance and Benefits Committee in late Spring. The University is self-insured but employs a third-party administrator to manage the health insurance plan and the rates for employees are based on a three-year cycle. Human Resources provides a significant amount of assistance in helping the institution remain self-insured. A great deal of predictive analysis is used in this process meaning that even better information is becoming available. In 2016 a complete revamp of the Benefits Plan was undertaken with the Insurance and Benefits Committee and this work took the better part of a year. Every member of the Committee represents their associated constituency

and helps provide feedback. The members understand what group insurance means and comes together to make recommendations based on all information which has been presented. The Committee also considers how best to structure the Benefits Plan to fit Murray State's culture. As an example, there is currently a very high level of dependent subsidy built into the University's Benefits Plan. This means that in order for the University to keep plans affordable for families the individuals who need single coverage are basically paying more so the cost for family coverage is not as high. After taking all this information into consideration, the Committee then makes a recommendation to Vice President Dudley which is then presented to the President.

Various strategies are utilized to help manage the increase in costs for the insurance and benefits plans. The Racer Wellness Program matured over the last three years and has now been incorporated into an overall Racer Pledge this year. The Racer Pledge allows an individual to receive \$250 in their Health Savings Account if they agree to certain stipulations such as having a physical, attending Lunch and Learn sessions and completing the health assessment. This year there are two different phases of the Racer Pledge in an effort to keep individuals engaged in their own choices as part of the philosophy of Choose Well, Live Well. The Racer Pledge key component is the Racer Path to Wellness and this includes the annual Health and Benefits Fair. Murray-Calloway County Hospital sponsors the event and provides the equipment needed to conduct certain wellness services and those are offered free-of-charge to employees, spouses and retirees. Faculty and staff serve as volunteer Health Advisors and provide assistance with this particular event. This year Racer Proud pins will be presented to attendees and the cost for those is being covered by a vendor for the University. The Faculty and Staff Regents also attend the Insurance and Benefits Committee meetings and provide feedback.

All must also consistently be aware of pharmacy costs. The University has joined the Kentucky Coalition – Know Your Rx – for public organizations in the state and this has represented a positive change. Employees can talk directly with a Pharmacist to help them shop for the best deal in terms of their medications. The rate of increase in terms of pharmacy costs is now being better managed with the exception of specialty drugs which continue to be a challenge. The University is under the national trend of 7.89 percent in terms of its overall plan and is expected to trend at 7 percent for 2019. The Utilization Management Program has been enhanced to help manage new drugs entering the market every day.

This year the Insurance and Benefits Committee was presented with information in terms of costs for making certain Plan changes. At the end of this process the Committee recommended an increase in the Emergency Room co-pay and the PPO Plan and an overall increase of 10 percent on actual employee premiums across-the-board. Due to the Committee's willingness to shoulder a significant portion of the responsibility for making these difficult decisions, the administration counteroffered to increase the employee's cost by 5 percent and this was accomplished by making additional plan design changes. Overall plan increased costs were projected to be slightly over \$500,000 if no changes were made. This shows that the strong consumerism approach and the additional education provided to individuals on the value of benefits led to the implementation of initiatives with positive results to the work which was started in 2016. Murray State is comparing very favorably with sister institutions in the state in terms of trends. There are also certain behaviors that have an additional premium per month for health insurance.

It was reported that in the last several weeks the constituency Regents have received a significant number of complaints related to health services currently offered on campus. Many students are not using the service and are instead waiting until they can see their physician at home and that has made some things that are going around much worse. Faculty and staff are also expressing concern for the welfare of students. Ms. Dudley reminded the Board that this represents a \$500,000 budget decision which was made last year to balance the budget. Whether the health services issue is revisited would represent a budget decision moving forward but this could be significantly impacted depending on revenues that may result from increased enrollment. Dr. Jackson confirmed this is a topic which will be reviewed as the next budget cycle unfolds.

Confirmation was provided that it is believed all other regional universities are also self-insured. This represents the best way to handle health insurance costs but it is much more difficult to budget. Regardless of what the projected costs are, if claims go over the budgeted amount the University will have to cover that additional cost. Even companies with 100 employees tend to

fare better in terms of costs if they are self-insured. Whether the University should remain self-insured is reassessed, with the help of consultants, on a regular basis and it has been confirmed that costs are managed better under the self-insurance and re-insured model.

Dining Services Contract

Ms. Dudley reported that a Special Meeting of the Board of Regents Subcommittee on Dining Services was held on October 8, 2018, to review the new dining services contract proposal. The Subcommittee unanimously approved the contract with Sodexo. Mr. Looney reported that Sodexo has defined a General Manager for the account – Jim Halcombe – and he now has an office on campus. Current employees were notified on the afternoon the contract was approved and Dr. Jackson met with them personally regarding the process moving forward. Sodexo was also present that day and the next to speak with employees about potential employment opportunities. Employees are applying for jobs through the online application process and interviews will begin soon. Computer stations have also been set up for employees to complete applications and staff are on hand to answer questions about working for Sodexo.

Ms. Gordon added that when employees were notified about the change they were also told Human Resources would support them in getting from where they are now to where they choose to go. That work is currently underway and employment and benefits staff are meeting with these individuals. Each individual situation is different and many of these employees are eligible for retirement. If they choose to do so they could retire but also be rehired by Sodexo. While employees are in Human Resources the retirement systems are contacted to provide additional information. Overall, employees seem somewhat relieved that they now have factual information and resources are being provided to help them through the process. Confirmation was provided that each employee is being handled very carefully. The last day of work for current Murray State employees will be December 14, 2018. If they are hired by Sodexo their first day of work with that company will be December 17.

Mr. Looney reported that Sodexo is working to develop culinary plans, with support from corporate personnel, to help finalize menus for Winslow Dining Hall. Their catering site is in the testing phase and there will be online catering functionalities. The plan is to bring Einstein Bagels to Waterfield Library and an engineering firm is on campus today looking at the space. An Einstein Bagels representative will be on campus next week to meet with Dean of University Libraries Ashley Ireland, himself and Mr. Youngblood to determine what is necessary to move this project forward. Confirmation was provided that national brands associated with Sodexo include Chick-fil-A but the company has approximately 30 national brands within their portfolio. Sodexo already has relationships with these companies and can facilitate bringing them to campus. Work will be undertaken over the next four to five years to identify particular brands and the appropriate location for them on campus and this will represent a mutually-agreed upon process. A key component of this project was to be able to bring national brand recognition to Murray State because that is what students are excited about. Starbucks and Steak 'n Shake are also anticipated but may take longer to implement.

Meetings have occurred with students through the Student Government Association to provide an update on changes being made and answer any questions. Conversations have centered around what students wanted to see as part of their dining services programs and the need for national brands as this will play an important role in the recruitment process. Mr. Payne confirmed that current and incoming students are excited about the changes being made. Meetings have also occurred with the Residential College Association to have these same conversations. Work has also begun to establish the Student Culinary Advisory Committee.

It was reported that work is also underway to address Procurement and administrative functionalities that Sodexo needs. Sodexo is already working to set up banking and vendor connections and discussions have occurred with information technology support staff to ensure infrastructure needs are in compliance. Work is occurring with Procurement related to the assets Sodexo wishes to purchase such as current equipment and vehicles. Staff are working through the logistics of establishing a value for those assets as well as the POS system and computers. An expectations meeting has also been established and key leaders from across campus will set 30-, 60- and 90-day and one year goals, guidelines, metrics and expectations that Sodexo is hoping to achieve based on input provided by the University. Sodexo has also started working on their marketing and communication plans.

Regent Kemp reported that it was the consensus of the Subcommittee on Dining Services that outsourcing the University's dining services contract should help in terms of recruitment and retention, as well as financially. Appreciation was expressed to Ms. Dudley, Dr. Jackson and Mr. Miller for their leadership in this regard.

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

Accelerated Master of Business Administration Program Modifications (Madisonville, KY), approved

Dr. Arant reported that the Board is being asked to approve special packaged tuition for students who will participate in the customized 18-month Accelerated Master of Business Administration (MBA) program to be offered at the four regional campuses as part of an initiative in the *Arthur J. Bauernfeind College of Business*. The strategy being proposed today is for the MBA to be offered in Madisonville, Kentucky, at the new facility in that community. Confirmation was provided that this request is being made in an effort to increase enrollment.

As of February 27, 2015, key elements of the accelerated program have been as follows:

- A minimum of 20 students would sustain the program.
- The program would be offered on weekends (Friday nights and Saturdays) live at the chosen regional campus.
- Total program cost would be \$25,000 (inclusive of all books and supplies) for 30 hours of graduate courses and three credit hours of four key MBA Survey/Foundation courses covered under BUS 695.

Following are the actual enrollments in the past accelerated MBA regional programs:

- Madisonville Cohort (From 2008 to 2010) – 19 Students
- Henderson Cohort (From 2010 to 2012) – 19 Students
- Paducah Cohort (From 2012 to 2014) – 44 Students (four transitioned to online MBA)
- Hopkinsville Cohort (From 2014 to 2016) – 16 Students

Based on actual experience with students, their employers and industry comparative data, the following changes are being proposed as the *Bauernfeind College of Business* looks to Madisonville to begin a new cohort in January 2019 to run through July 2020:

- (1) The cost of the program will decrease to \$21,000 (\$656 per hour for 32 hours) to cover only tuition and mandatory fees and will be inclusive of 32 hours of graduate work including the two-hour BUS 695 MBA foundations course required of all students. Tuition and mandatory fees will be billed by credit hour at the credit hour rate of \$656 and this will be held constant for each Madisonville cohort and future cohorts until any changes are specifically approved by the Board of Regents. This rate will not change with standard across-the-board tuition rate increases. The cost of books and other supplies are not inclusive in this program.
- (2) The MBA foundations course (BUS 695) would move from a three-hour course to a two-hour course to add more flexibility and reduced business background coverage for those students who have a background in the business disciplines as opposed to those who do not. When taken with another MBA course in the same term, the two-hour BUS 695 course would allow students to reach the five-hour minimum required per term to obtain financial aid.
- (3) Any specific additional MBA foundations work (in addition to BUS 695) required for an accepted student into the program would be at the student's expense and any such business foundation knowledge requirements will be revealed to the student directly upon program admission.
- (4) All individual course fees and web fees, if any, will be waived for students enrolled in this program.
- (5) The standard graduate application fee, which is \$40, will be charged to each applicant.

Ms. Dudley reported a budget analysis has been undertaken to ensure that at an enrollment of 20 students costs would be covered. If the initiative works as planned it could be extended to other regional campus sites.

Mr. Rhoads moved that the Board of Regents, upon the recommendation of the President of the University, approve the modifications for the Accelerated Master of Business Administration program as just outlined, effective for the 2019 Madisonville cohort. Ms. Farmer seconded and the motion carried.

Full Board Action - Accelerated Master of Business Administration Program Modifications (Madisonville, KY), approved

Mr. Kemp moved that the Board of Regents, upon the recommendation of the President of the University, approve the modifications for the Accelerated Master of Business Administration program as presented, effective for the 2019 Madisonville cohort. Mr. Schooley seconded and the motion carried unanimously.

Adjournment

The Finance Committee adjourned at 4:33 p.m.

Legislative and Economic Development Committee

Jerry Rhoads – Chair
Daniel Kemp
James T. Payne

Mr. Rhoads called the Legislative and Economic Development Committee to order at 4:33 p.m. and reported all other members were present.

Revised Board of Regents' Statement and Position on Performance Funding Model, approved

Mr. Smith reported he has worked with Vice President Dudley, Dr. Jackson and Regent Rhoads to construct appropriate language for the revised Board of Regents' Statement and Position on Performance Funding Model. The Statement outlines the University's primary issue with the current Performance Funding Model – that it is based on volume metrics, particularly related to bachelor's degree production, course completion, number of STEM degrees awarded and size of campus. In 2016 when this Board issued its original Statement on Performance Funding it was indicated that the model should be based on quality and not quantity. Many are arguing that the model currently in place is quantitative and volume based and does not take into account the financial strain of the pension system. The model should recognize schools like Murray State when there are percentage improvements in their results regardless of institutional size. The square footage metric also provides no consideration for schools managing their own facilities and the current model actually rewards schools for building new facilities and not necessarily taking care of current stock. Regent Rhoads reported that the Board has discussed this issue in detail and reached the conclusion that a more formal statement was needed to address concerns related to the Performance Funding Model and that is what is being presented today. Input has been provided to the CPE and the Legislature to communicate the University's position and express concerns about the current model. Mr. Smith, Ms. Dudley and Dr. Jackson were commended for their work in this regard. It is anticipated that institutions like Murray State will take similar action. New CPE leadership will also be in place soon although it is unknown how that will impact current efforts to revise the Performance Funding Model. It is hoped the new CPE President will be more favorably disposed to Murray State's position than the previous occupant of that position.

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 revised Murray State University Statement and Position on Performance Funding Model. Mr. Payne seconded and the motion carried.

Full Board Action – Board of Regents’ Statement and Position on Performance Funding Model, approved

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 revised Murray State University Statement and Position on Performance Funding Model as presented below:

The Murray State Board of Regents Statement and Position on Performance Funding

On September 9, 2016, the Murray State University Board of Regents unanimously agreed that Kentucky’s performance funding model must include measures of quality and educational effectiveness in order for it to be a viable and equitable model for Murray State University. However, as policy experts and lawmakers from across the Commonwealth have noted, the current model’s metrics are primarily based on volume (bachelor degree production, course completion, number of STEM degrees awarded, size of campus, etc.). Murray State University firmly believes schools should be recognized when there are percentage improvements in their metric results, regardless of institutional size.

The current model also does not recognize the substantial financial impact of the state pension system on Murray State and our regional university peers. Universities that are mandated to be in the state pension system must divert significant financial resources away from student support services and academic instruction in order to pay for increased pension costs. This creates an imbalanced advantage to those institutions who are not in the mandated state pension system and thus can allocate more financial resources into enhancing metric goals.

Increasing performance metrics, particularly for underrepresented minority, low-income and first generation college students requires adequate institutional resources, however with state budget cuts and rising pension costs, the ability for Kentucky’s smaller, regional institutions like Murray State to meet the needs of our students is made even more challenging.

As Murray State University continues to become more energy efficient by reconditioning our facilities, reducing square footage and addressing deferred maintenance needs we also are unfortunately harmed by the current model’s square foot data metric which incentivizes universities to construct more buildings and add campus square feet in order to gain financially in the model.

Therefore, while the Murray State University Board of Regents maintains our commitment to statewide access to postsecondary educational opportunities, the Board believes that the current performance funding model has various unintended consequences primarily relating to the major emphasis placed on volume-based metrics. Additional unintended consequences with the current model include the disadvantage given to institutions within the state pension system, state budget cuts, deferred maintenance issues, campus space utilization and fiscal management in the instruction and student services areas.

Overall, Murray State University recognizes the tremendous effort that has been put into Kentucky’s Performance Funding Model by Governor Matt Bevin, the Kentucky General Assembly, the Council on Postsecondary Education and other members of the Performance Funding Workgroup. We look forward to working together with all stakeholders in the months ahead to address concerns outlined within our Statement.

Mr. Schooley seconded and the motion carried unanimously.

Adjournment

The Legislative and Economic Development Committee adjourned at 4:38 p.m.

Marketing and Community Engagement Committee

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

Mrs. Gray called the Marketing and Community Engagement Committee to order at 4:38 p.m. and reported all other members were present.

Comprehensive Marketing Strategies Update (For Information Only)

Dr. King introduced Jeremy McKeel, Manager of Digital Media Services; Shasta O'Neal, Digital Media Administrative Assistant and Joe Haynes, Digital Media Production Specialist. These individuals are responsible for all video and photography work on campus. Melissa Shown, Senior Graphic Designer; Emily Cook, Online Management Design Specialist and Daniel Fukuhara, Online Management Web Specialist-Marketing and Public Relations represent the creative individuals responsible for producing the presentations and advertisements for the University. Also introduced were Administrative Assistant Mindy Wagner who serves as the project traffic coordinator and keeps all projects moving in the right direction and Tobie Tubbs, Printing Services Publications Supervisor. The primary role for these units is general brand awareness for the University but they also produce specific advertising and recruitment campaigns. The unit advises and provides tactical support on communication plans for Recruitment and other areas on campus. Last fiscal year \$290,000 was spent on marketing and advertising for the University. Resources have been shifted within University Advancement to reallocate additional funding in this regard and \$375,000 will be available for fiscal year 2019. The associated breakdown by media type was provided.

Shawn Touney, Director of Communication, reported that the Branding, Marketing and Communication (BMC) team works with every department and unit on campus. This can be challenging as every department and unit requires BMC assistance with website design, social media, video and public relations. The BMC team understands the University's priorities which include moving the enrollment needle in an upward trajectory. Examples were presented of static outdoor billboards designed by the BMC than can be (or will be) found within a three-state region which includes Kentucky, Indiana and Illinois. Static billboards represent a difficult medium from a design perspective because the delivery and message must be quick and in line with best practices. The decision of where to place these billboards is made in conjunction with the Enrollment Management team.

In terms of broadcast initiatives, a great deal of time and money has been invested into television advertising. The 30-second commercial developed by the Digital Media Services team that has aired on several networks and on cable in key recruitment areas and major markets was shown to the Board. The commercial – which incorporated drone footage – is intended to be aspirational in nature but there was a very finite amount of time to get the message across as well as present a call to action. The University has a very good footprint with regard to print media and this work is also undertaken with the Recruitment and Enrollment Management offices in key geographic areas. Advertisements related to a specific initiative are also strategically employed. Current student testimonials are included for prospective students and their parents and they are directed to two specific websites: www.murraystate.edu/myopportunity which is the visual and robust recruitment site where a campus visit can be scheduled and www.murraystate.edu/program that is the new academic programs website that allows prospective students to search by interest, program or career. Confirmation was provided that there are many who still read the newspaper and this is the target audience for print media. Confirmation was provided that these efforts are focused on new freshmen students but also includes transfer and non-traditional students. Additional advertising efforts focused on transfer and non-traditional students will be undertaken by the Center for Adult and Regional Education. A great deal of strategy is utilized in determining where these advertisements are placed and when.

Mr. Touney reported with regard to digital advertising visual advertisements are running now and some are being done in conjunction with print advertisements. Paramount advertisements have also been developed and have a specific call to action which includes directing prospective students to the two websites previously mentioned as well as the Murray State Promise. There is a great deal of trackability associated with these advertisements to get a better feel for which ones individuals are responding to and reallocations can be made accordingly based on actual data. Retargeting advertisements specifically within the digital realm is also being implemented. Social media efforts are being undertaken on a multitude of platforms, including Facebook, Instagram, Snapchat, LinkedIn and YouTube. The team has been challenged with keeping content fresh on social media and to make as many posts per day as possible sharing student

success videos as well as content academic units are also putting on social media. Social media can be very measured, unlike billboard advertising, and can be pared down to a very limited area targeting a specific population. The opportunities are limitless and consideration is being given to additional initiatives which can be undertaken in this area. Dr. King added that Enrollment Management can provide a list of prospective students and their email addresses and those can be entered into a social media platform so every time the student is on that platform they will see a pop-up reminder about Murray State. This directed approach is more effective than putting a billboard in a certain area and hoping the prospective student and their parents see it. The overall goal of work being undertaken is to increase brand awareness and the number of applications and inquiries. The next step is for BMC to work closely with the Admissions Office to determine how to improve yield communications. Parent testimonials are also part of this process. Confirmation was provided that modifications are continuously made to the social media strategy.

Charley Allen, Web Manager, reported that the www.murraystate.edu/myopportunity site launched in June 2016 and is the marketing landing page. A broad overview of different areas on campus is provided which then leads to the individual web pages which provide additional information and specific calls to action so prospective students can apply or schedule a visit directly from this page. The 7,888 unique visitors represents a 250 percent increase over the same time period last year, although part of this increase is a result of additional direct marketing efforts. The www.murraystate.edu/programs site was developed over the course of a year and was launched on August 7. The University's second most visited page was the academic programs site which outlines all majors and minors in a text list that is then linked to the individual department sites. Students were not previously able to compare program requirements due to how the various department websites were set up. BMC worked with the Deans and departments to secure the necessary content and now the same information is available for every program on this website – minors to doctorate programs – for comparison purposes. This includes average course size and contact information and students can also search by career. Over this time last year visits to this page are up by over 3,000. The main Request for Information Form on the website feeds into the recruiting system and requires a student to create an account in order to request information. A short form has now been developed which allows students to request information without having to create an account. Minimal information is requested that then feeds into a Google spreadsheet which is shared with staff in the different divisions. The divisions have been asked to respond to student requests within 24 hours and so far results have been very positive across all student classifications. As part of the development process associated with the programs site, Ms. Allen and her web team of Mr. Fukuhara and Ms. Cook have visited two high schools and conducted focus groups. This is being done in an effort to determine enhancements which can be made in the next phase of the programs website update to provide the information prospective students are looking for that is not currently available on the site.

Dr. King reported that various campaign tactics have been utilized for the recruitment strategy included in the Enrollment Management Plan. When the Southern Illinois Housing Scholarship was announced BMC developed a Press Release. In addition to newspaper and targeted social media advertisements, the team in Printing sent a letter from the President to 264 educators – Superintendents, Principals and Counselors – outlining what Murray State has to offer. Included with the letter was a flyer on the Illinois Housing Scholarship. Over 800 personalized postcards were mailed to prospective students from southern Illinois who were either admitted or had made inquiries. The Admissions Office will follow-up on all mailings on November 1 and December 1. This represents a multi-faceted approach with newspaper advertisements, letters to educators and personalized postcards being sent to prospective students. A similar tactic was utilized in the Louisville Metro area with the Promise Scholarship and letters were sent to 119 educators, in addition to social media and print advertisements that are currently running in that area. Almost 1,100 personalized postcards were sent to students from the Louisville Metro area in mid-September. The Admission Office will also follow-up on all mailings on November 1 and December 1. The decision was made to target Governor's Scholars Program (GSP) and Governor's School for the Arts (GSA) students. Personalized notecards from the President have been sent to these students to outline available scholarship opportunities for GSP and GSA participants. A follow-up postcard will be sent later this Fall highlighting the Honors College. In total, 1,400 postcards were mailed last month, representing the first time this entire population has been actively targeted statewide.

Dr. King reported that Murray State alumni are also an important component of recruitment and for that reason the “Refer a Racer” Program has been developed. Alumni Relations and Development Office teams have identified all Murray State University alumni working in middle or high schools in Kentucky and southern Illinois which totals approximately 1,800 individuals. Printing assembled packets of information which included a letter to the alum from Dr. King asking who they would refer to the University as the next future Racer. Materials which would be highly visible in the classrooms were also provided. Packets to alumni within the local region are being personally delivered by the Admissions team to recognize these individuals and ensure awareness that they can be an extension of the Murray State recruitment team.

Mr. Touney reported that a comprehensive Branding Guide has been developed and was distributed to campus within the last few days. The Murray State brand will only go as far as every department and unit on campus adheres to it. Efforts are focused on ensuring individuals use the brand and know what “Opportunity Afforded” means. The guide can be found at www.murraystate.edu/toolkit and provides a resource for all on campus to properly know and use the brand and present a unified front. Power Sessions will be offered on November 6 and 7 and these are 30-minute sessions led by the BMC team. Information provided will include how to shoot amateur video to the proper way to advertise on Snapchat and Instagram. The sessions are free and approximately 50 faculty, staff and students have signed up to participate.

The Board recognized the entire team with a round of applause.

Regent Tharpe asked what value is associated with senior-level staff making a trip across the country to attend alumni events with 15-20 attendees because the optics are not good. Dr. King reported that the return is more related to Development than marketing but both are generating revenue. One is on the side of private support that is very much needed and the other assists with enrollment growth. It was suggested that the Board be provided with a report on the exact return on investment that is being received as a result of these visits. This report should include expenditures and how much return was actually realized. Confirmation was provided that this information can be shared with the Board but private returns are significantly more than expenses. Dr. Jackson reported that the return depends on the purpose of the visit. If a donor asks for the President to visit he will certainly honor that request. If an alumni event is being held in a particular market, whether the return would warrant the trip is considered very carefully. Confirmation was provided that expenses for various travel will be reviewed in more detail. It was suggested that data which supports efforts that are underway would be particularly helpful for the Board. Dr. Jackson also confirmed that he approves all major travel and tries to be very thoughtful in making the right decision in this regard. Most out-of-state travel is Development driven and most alumni travel is in conjunction with athletic events.

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

Update on Request for Proposals Process for Firm for Enhanced Marketing Initiatives **Update, received**

Dr. Jackson reported that this week the RFP Committee met to analyze proposals received. The RFP was sent to over 50 firms and the University received 11 back. Those were evaluated closely and two firms will be interviewed next week.

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

Adjournment

The Marketing and Community Engagement Committee adjourned at 5:19 p.m.

Honorary Doctorate, approved

Regent Schooley reported that the Honorary Doctorate Committee met on October 1, 2018. One name was brought forth to consider for an Honorary Doctorate – Dr. Ken Winters. Dr. Winters is a Murray State graduate and served the University as a faculty member, advisor, department Chair and Dean of the College of Industry and Technology. He later served as the 9th President of Campbellsville University. Dr. Winters served in the Kentucky State Senate for eight years and in 1993 received the Murray State University Distinguished Alumnus Award. Dr. Winters

has been a good friend to Murray State. He also served as Advisor and Instructor for both Regents Schooley and Tharpe and introduced them to their wives. Dr. Tharpe added that when he came to Murray State there was not a great deal of discussion about diversity. Dr. Winters always talked to these students about finishing their college education. He read the poem “Princes and Kings” aloud which was written by R. Lee Sharpe, “Isn’t it strange, that princes and kings, and clowns that caper in sawdust rings, the common-folk like you and me, are builders for eternity. To each is given a bag of tools, a shapeless mass and a Book of Rules; and each must make ‘ere time has flown, a stumbling block or a stepping stone.” For Dr. Tharpe, Dr. Winters was building stepping stones. Regent Rhoads reported that he served during the same time as Dr. Winters in the Senate. Dr. Winters served with distinction in a bipartisan way and his accomplishments as Chair of the Senate Education Committee were outlined in the information provided to the Board. He was always approachable and very receptive to ideas and was innovative in the area of education. He introduced many new things at Murray State that led to national recognition and he is to be highly commended for those efforts.

Mr. Schooley moved that the Board of Regents, upon the unanimous recommendation of the Honorary Doctorate Committee and the President of the University, approve the awarding of a Murray State University Honorary Doctorate of Education to Dr. Kenneth W. Winters. The Honorary Doctorate will be bestowed during December 2018 Commencement exercises. Mr. Kemp seconded and the motion carried unanimously.

Policy Changes, approved

Board of Regents Policy Manual – Section 1.1 – Bylaws – Second Reading, approved

Mr. Kemp moved that the Board of Regents, upon the recommendation of Chair Susan Guess, approve the revision to *Board of Regents Policy Manual – Section 1.1 – Bylaws* which outlines the standing Committee structure for the Board and provides the duties associated with the work of each of those Committees. The Athletics Committee will be added to the listing of official standing committees of the Board of Regents. The purpose of the Athletics Committee will be: Oversight responsibilities for the strategies and initiatives for athletics and the Athletics Mission, for the fiscal integrity of the program and for ensuring compliance with University policies and procedures as well as with National Collegiate Athletic Association and Ohio Valley Conference requirements. Mr. Rhoads seconded and the motion carried unanimously.

Board of Regents Policy Manual – Section 6.9 – Murray State University Student Government Association Constitution, approved

Mr. Payne reported that the current SGA Constitution outlines the six Director positions which shall serve as standing committee Senate Chairs. The proposal is to eliminate reference to Senate Chairs so the reference now becomes six Director positions which shall serve as standing committee Chairs. The specific titles and duties of these officers will be described in the *Bylaws* instead. Each time the SGA wanted to change a committee it had to go through the entire Constitutional change process. There was a 40-0 vote in the Senate and the student body vote was 150-3 to approve. Once the change is approved the plan is to amend the *Bylaws* to add an Enrollment Committee Chair.

Mr. Payne moved that the Board of Regents, upon the recommendation of the President of the University, approve the changes to the Student Government Association Constitution as outlined above and approve the revision of the *Board of Regents Policy Manual – Section 6.9 – Murray State University Student Government Association Constitution* – to reflect those changes. Mrs. Rudolph seconded and the motion carried unanimously.

2018-19 University Appeals Board Appointments, approved

As stated in *Section 6.6* of the *Board of Regents Policy Manual*, the University Appeals Board hears appeals from the University Judicial Board. It represents an important component of the student disciplinary process as any party may appeal a decision of the University Judicial Board. An appeal to the University Appeals Board is automatic when the University Judicial Board has imposed the sanctions of disciplinary suspension or expulsion.

As established by the Board of Regents in 1978, the nine-member University Appeals Board consists of six faculty members and three students.

Dr. Tharpe moved that the Board of Regents, upon the recommendation of the President of the University, appoint the following students to the University Appeals Board for the term indicated:

Students: One-year term (2018-19)

- Tanner Weatherbee
- Matthew Skinner
- Kara Marr

Mr. Payne seconded and the motion carried unanimously.

Minutes of the Board of Regents Subcommittee on Dining Services on October 8, 2018, approved

On behalf of the Board of Regents Subcommittee on Dining Services, Ms. Green moved that the minutes from the October 8, 2018, meeting be approved as submitted. Mrs. Rudolph seconded and the motion carried unanimously.

Chair Guess reported that the agenda would be rearranged to present Other Business prior to the Board going into Closed Session.

Other Business

Chair Guess read the following statement aloud:

“It was just 77 days ago that we all learned that Dr. Bob Davies was leaving for another university.

Four days later, our Board voted to appoint Dr. Bob Jackson as our Interim President. A lot of work has been done since then. Morale has improved on campus, the Road Scholars Program has faculty, staff, students, this Board and alumni zigzagging the state to tell the Murray State story. Progress is certainly being made and I want to thank Dr. Jackson for his immediate leadership and enthusiasm.

While we understand our most important job is that of selecting a President, we intentionally took some time to focus on our recruiting efforts. We’re now ready to begin our search.

Colleges and universities appointing new Presidents over the next several years will do so in the context of dramatic transformation in higher education. Longstanding ideas about the value, necessity, affordability and quality of a college education are now being openly contested. Some institutions may not survive and all of us will be forced to change.

We are tasked with identifying the best leader for these times and that is a person who can enhance the competitive advantage of our great University. We want someone with energetic leadership and who will present a vision for education that is simultaneously global and local, future-oriented and historically rooted, boldly assertive and pragmatically grounded.

We also recognize that it is important to assemble a group that brings excellent skills to the task at hand, instills trust among our constituent groups and works together to sell the opportunity to candidates with enthusiasm and professionalism.

We sought to be as inclusive as possible in identifying individuals to serve on the Presidential Search Committee. In addition to five members of our Board, the Committee includes broad representation from our 18-county service area and from faculty, staff and students. We have both alumni and community representation.

These nine people provide expertise in conducting executive searches, finance, business, government and law. They include a former and current CEO, a former Interim President and

representation of our regional campuses. Most importantly, every member of this Committee is committed to making decisions based on what is in the best interest of Murray State University.

The nine members of the Presidential Search Committee are:

Lisa Rudolph, Search Committee Chair

Lisa is the co-Owner of Rudolph's, Inc. and Rudolph Freight, Inc. in Murray. She received both Bachelor of Science in Nursing and Master of Science in Nursing Education degrees from Murray State University. She and her husband Robbie founded the Four Rivers Foundation, which provides educational-enhancing opportunities for 3,200 students in five western Kentucky districts.

Katherine Farmer

Katherine is the Education Research and Instruction Librarian for Murray State University Libraries and serves as the Faculty Regent. She is a Mississippi native who currently lives in Murray.

Marion Hale

Marion is currently serving as President of Staff Congress. She served as President of the Murray Chapter and the Kentucky Division of the International Association of Administrative Professionals. She is a Murray native and is presently working to complete an advertising degree.

Dan Kemp

Dan is an attorney and former Mayor of Hopkinsville who has served as a member of the Board of Regents since 2014. He is a native of Murray and is a Murray State alumnus, class of 1967.

Dr. Tim Miller

Dr. Miller has 47 years of experience in higher education as a teacher and administrator. He taught accounting at Murray State from 1967 until his retirement in 2010. He served as MSU's Interim President twice, in 2006 and again in 2013. He was officially named MSU's 12th President in 2014. He earned his undergraduate and master's degrees from Murray State University and his Ph.D. at the University of Arkansas.

J. T. Payne

J. T. is the current SGA President and Student Regent. He is an agriculture education major and Henderson County native.

Steve Powless

Steve is CEO of Computer Services, Inc. CSI is a full service technology and regulatory compliance provider serving customers nationwide. Based in Paducah, CSI is the nation's largest fintech and regtech provider with more than 1,100 employees. He holds a Bachelor of Science in Business degree from Murray State University. CSI's founder John Williams, Sr. helped create Murray State's Telecommunications Systems Management Program (TSM) and the company remains the largest employer of our TSM graduates.

Heather Roy

Heather is the Director of Murray State University's Madisonville and Henderson campuses. She is a Webster County native and lives in Dixon. She earned both her bachelor's and master's degrees from Murray State University.

Dr. Don Tharpe

Dr. Tharpe, a native of Mayfield, has a career in association management that spans more than 30 years. He served as Chief Executive Officer (CEO) of both the Certified Financial Planner Board of Standards, Inc. and the Pan American Health and Education Foundation. He also served as President and CEO of the Congressional Black Caucus Foundation.

In addition, the Search Committee will host two to three community forums in November. We want to hear from those on our campuses and from the wider communities as to what traits they want to see in our next President. We encourage faculty, staff, students and members of those communities we serve to attend one of these forums. We value your opinions and want to hear

from you. At our December meeting, this Board will consider the search process and once approved, the Search Committee can officially begin their work.

We understand the weight and significance of the search for our 14th President. We have a duty to honor the men and women who built Murray State University, those who support the University today and those who will be a part of our future. We know you, along with our 75,000 alumni, are counting on us.

I can confidently say that every one of us, every person who joins me at this table is committed to working together. We understand that how we conduct ourselves and this search process is a reflection on the entire institutional community. It is the responsibility of the Board to ensure that the search is conducted as fairly and openly as possible, consistent with the values of the institution.

And let me end by saying this: Of all the things I know, I know that every person in this room loves Murray State University. Every one of us. I also know that all of us want this University to grow and to make a difference in the lives of those we serve. Having said that, I think it is fair to say that it is not likely that all of us will agree on how we get there or what that looks like.

So, I am going to ask everyone a favor. Executive searches often bring anxiety and uncertainty, particularly for a place we love so much. So, I ask if you hear something which is negative or it doesn't sound quite right, that you challenge it. Unless you have heard it from this collective body, don't assume it is correct. I encourage everyone to stay focused on what we have in common and that is what is best for Murray State University. Any noise contrary to that goal should not be pursued or disseminated.

And with that, I would entertain a motion to approve the Presidential Search Committee.”

Mr. Payne so moved. Dr. Tharpe seconded and the motion carried unanimously.

Closed Session

Chair Guess solicited a motion for the Board to go into Closed Session pursuant to Kentucky Revised Statute 61.810(1)(c) for the purpose of discussing, with Counsel present, proposed or pending litigation against or on behalf of the public agency. Mr. Kemp so moved. Mrs. Rudolph seconded and the motion carried. Closed Session began at 5:36 p.m.

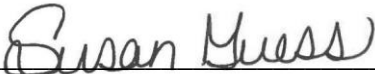
Open Session

Chair Guess solicited a motion for the Board to reconvene in Open Session. Mr. Kemp so moved. Mr. Schooley seconded and the motion carried unanimously. Open Session reconvened at 5:43 p.m.


Chair Guess reported no action was taken in Closed Session.

Adjournment

There being no further business to come before the Board, Mr. Kemp moved that the Board of Regents Meeting and Committee Meetings adjourn. Mr. Schooley seconded. Adjournment was at 5:43 p.m.



Chair Susan Guess



Secretary Jill Hunt