

**Minutes of the Board of Regents Annual Retreat
Murray State University
August 28, 2025**

Call to Order

The Murray State University (MSU) Board of Regents (BOR) held its annual Retreat on Thursday, August 28, 2025, in the Heritage Hall, Hall of Benefactors, on the Murray State University campus. Chair Robbie Fitch called the meeting to order at 8:30 a.m. and welcomed those joining the meeting in person and via Livestream. Secretary Hunt called the roll and the following Regents were present: Andy Belcher, Robbie Fitch, Ali Khatib, David Meinschein, G. L. Ovey, Leon Owens, Matt Price, Emily Roark, Tom Waldrop, David Wilson, and Gary ZeRuth. Absent: none.

Also present were President Ron K. Patterson; Senior Executive Coordinator for the President, Coordinator for Board Relations and Secretary to the Board of Regents Jill Hunt; Provost and Vice President for Academic Affairs Tim Todd; Senior Vice President for Finance and Administrative Services Jackie Dudley; Vice President for Student Affairs and Enrollment Management Don Robertson; Senior Associate Provost Bob Pervine; Associate Provost Renee Fister; Assistant Provost and Director of Online Learning Ashley Ireland; Assistant Vice President – Finance Wendy Cain; Assistant Vice President for Enrollment Management Roslyn White; General Counsel Rob Miller; Assistant Vice President of Advancement Tina Bernot; Executive Director of Marketing and Communication Shawn Touney; Executive Director of the Office of Equal Opportunity and Title IX Coordinator Cami Duffy and members of the faculty, staff, students, news media, visitors, and individuals viewing the meeting via Livestream.

Welcome and Agenda Review

Chair Fitch welcomed those present and reported that the Retreat will include reports on statutory requirements and compliance-related items; various outreach initiatives; updates on academic accomplishments, new partnerships, and recognition of program successes; capital projects; and enrollment updates. The Board looks forward to the presentations from various units across campus. A listing of 2025-26 Board of Regents meeting dates was also provided in the eBoard book.

Agenda

Call to Order

Chair Robbie Fitch

Welcome and Agenda Review

Chair Robbie Fitch

- 2025-26 Board of Regents Meeting Dates

Report of the President

President Ron Patterson

Kentucky Open Meetings/Open Records Acts

General Counsel Rob Miller

- a. The Kentucky Open Records and Open Meetings Acts: A guide for the public and public agencies (September 2023)
- b. “Managing Government Records – A Cooperative Undertaking” (June 2021)

General Counsel/Legal Matters Overview

General Counsel Rob Miller

- a. Conflict of Interest
 - o Murray State University Board of Regents Statement of Conflict of Interest – Academic Year 2025-26
 - o Kentucky Revised Statute – Conflict of Interest
 - o Association of Governing Boards Conflict of Interest with Guidelines and Compelling Benefits (April 2013)
- b. Undue Influence
- c. Health Insurance Portability and Accountability Act (HIPAA)
- d. Family Educational Rights and Privacy Act (FERPA)

President’s Office

President Ron Patterson

- a. Delegation of Authority Overview

- o Current Delegation of Authority (September 2024)
- b. 2020 – 2025 Strategic Plan
 - o Key Metrics and Action Steps Scorecard
- c. Office of Equal Opportunity/Title IX Overview **Equal Opportunity ED Cami Duffy**
- d. University Advancement Update **AVP of Advancement Tina Bernot**
- e. Racer Athletics **Director of Athletics Nico Yantko**
 - Racer Athletics Update
 - The Inside Track: National Collegiate Athletic Association Rules for Alumni, Fans and Friends of Racer Athletics

Student Affairs and Enrollment Management

VP for Student Affairs and Enrollment Management Don Robertson
Asst. VP for Enroll. Mgt. Roslyn White

- a. Enrollment Management and Student Success and Health Services/Mental Health Svc. Update

Break for Hempwood Tour (approx. 11 a.m.)

Lunch – Heritage Hall – Hall of Benefactors (approximately 12:15 p.m.)

Reconvene (approx. 1 p.m.)

Academic Affairs

Provost and Vice President for Academic Affairs Tim Todd

- a. Regional Campuses Updates
 - Paducah Regional Campus
 - Hopkinsville Regional Campus
 - Madisonville Regional Campus
 - Henderson Regional Campus
 - Ft. Campbell
- b. Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) Update and Board of Regents Evaluation Update
- c. Quality Enhancement Plan Update
- d. Academic Program Review Update
- e. Performance Funding Update

Finance and Administrative Services

**Sr. VPFAS Jackie Dudley/
 Chief Info. Officer Brian Purcell/
 Info. Security Officer Duane Dycus**

- a. Information Security Report in Compliance with Gramm-Leach-Bliley Act (GLBA)

2024-25 Staff Perspective Survey Update

Chair Robbie Fitch

Other Business

Chair Robbie Fitch

Adjournment

Chair Robbie Fitch

Report of the President

President Patterson stated it is his utmost pleasure to be present today as the 15th President of Murray State University. He and his family thanked everyone for the warm welcome to Murray State University and the Murray community. Everyone has embraced their family and for that they are truly grateful.

Dr. Patterson asked everyone to join him in a moment of silence in recognition of the passing of three individuals who are very special to Murray State University – cherished alumnus and devoted benefactor Dr. Jesse D. Jones; long-time pediatrician and Murray State University legacy alumnus, Dr. Clegg Austin; and Murray, Kentucky, 2015 Citizen of the Year Terry Little. All observed a moment of silence.

Dr. Jones was a native of Marshall County, Kentucky, and graduated from Murray State in 1964 with a bachelor’s degree in chemistry and mathematics, achieving this milestone as a nontraditional student – raising a family, working a night shift, and attending classes by day. Throughout his life, Dr. Jones held his Alma Mater close to his heart and became one of the University’s most generous supporters. The Jesse D. Jones College of Science, Engineering, and

Technology stands as a testament to his vision and generosity; the Jones Chemistry Building on the Dr. Gene W. Ray Science Campus also bears his name, and the Jesse L. Jones Family Clock Tower, named in honor of his father, has become a symbol woven into the heart of the University's landscape.

Dr. Clegg Austin's father – A. B. Austin – penned Murray State University's Alma Mater. He was also a faculty and staff member at MSU for many years and his family has generations of ties to the University, including one of the first female graduates in the 1920's. Dr. Austin dedicated his life and soul to the Murray community through his awe-inspiring work as a pediatrician for 55 years. He cared for children and encouraged all to do the same – no matter how old the child. He was named the 2018 Citizen of the Year by the Murray-Calloway County Chamber of Commerce and gave of his time, talent, and treasure to Murray Pediatrics, Murray-Calloway County Hospital, Calloway County Health Department, local schools, Murray State University, and the community. The Austin Family has established a new scholarship at Murray State in honor of Dr. Clegg Austin for a student studying to work in healthcare. The University is sincerely appreciative to the Austin Family for their longstanding support and commitment to Murray State.

Terry Little has been referred to as a "true treasure" to this community by the Murray-Calloway County Chamber of Commerce. He was a creative photographer and generous to others. His smile provided warmth to all he met and he gave of his time and heart to building homes, political campaigns, professional Improv, and a local radio show. Many have expressed that he always left people feeling uplifted.

Dr. Jones, Dr. Austin, and Mr. Little will be sorely missed. Their families are in the thoughts and prayers of the Murray State University Family.

President Patterson reported he has already made several trips to Frankfort, Kentucky, where he met with numerous legislators and government leaders and he looks forward to additional opportunities in this regard. He is also pleased to announce that the Racer Spirit Listening and Learning Tour is well underway. Through meetings and events in Murray, Kentucky, he has had the pleasure of getting to know many, many constituency groups on campus and looks forward to continuing this work. He visited many local communities throughout the region – including Paducah, Mayfield, Hopkinsville and Henderson – with more visits planned throughout the fall semester. He met with Superintendents, Guidance Counselors, Regional Campus Presidents, Chambers of Commerce and Rotary Clubs. He has enjoyed meeting many Murray State alumni and friends and looks forward to continuing to interact with these individuals both in person and through virtual sessions.

The Racer Spirit Listening and Learning Tour included a stop in the city of Hopkinsville and presented another opportunity to engage and hear directly from multiple groups, including students, faculty, staff, alumni, community leaders, K-12 and community college partners, business and industry stakeholders, and friends across Kentucky and the multi-state region.

During the Hopkinsville visit earlier this month, Dr. Patterson met with community leaders and education partners to strengthen relationships and discuss new opportunities for growth and workforce enhancement. Two of those opportunities focus on growing enrollment in education degree programs and establishing the Christian County High School Racer Academy to provide dual credit courses to area high school students. Hopkinsville Community College (HCC) and Murray State University's College of Education and Human Services have had a long-standing partnership for teacher education in the areas of interdisciplinary early childhood education, elementary education, middle grades education, and special education. The 2+2 programs allow students to complete all four years of the undergraduate programs locally through HCC at Murray State University's *Hopkinsville Regional Campus*.

A Memorandum of Agreement was signed between HCC and Murray State to share one full-time faculty member and Program Coordinator for teacher education and to collaborate and help improve the level of prepared teachers in the local school systems. The goal is to strengthen education programming and to increase the pipeline of students from local high schools to the community college and then to Murray State. Historically, most students graduating from the 2+2 program are employed in school districts which are local to Hopkinsville and the surrounding communities. The University is appreciative to Dr. Alissa Young, HCC President/Chief Executive Officer; Dean of the MSU College of Education and Human Services Dr. David

Whaley; Executive Director of the Center for Adult and Regional Education Dan Lavit; and Director of the MSU Hopkinsville and Fort Campbell Regional Campuses Shannon Slate, for their efforts to bring this initiative to fruition.

While in Hopkinsville, Dr. Patterson signed a joint Memorandum of Understanding with the Board of Education for Christian County public schools, establishing the Christian County High School Racer Academy to meet the needs of area high school juniors and seniors as they pursue higher education degrees. Through this initiative the University will provide in-person dual credit courses in core subjects for college-bound students at the Murray State *Hopkinsville Regional Campus*. Courses will be offered beginning with the 2026 Spring Semester. All are very appreciative to Christian County Schools Superintendent Chris Bentzel for his leadership in this regard.

Earlier this month Dr. Patterson also had the opportunity to meet with Henderson area leaders, education partners, and alumni as part of the Racer Spirit Listening and Learning Tour. The day began early by speaking to community leaders at the Henderson Chamber of Commerce Community Education Breakfast. While in Henderson, he also met with Dr. Jason Warren, President of Henderson Community College and toured campus where the Murray State University *Henderson Regional Campus* offers classes and student services. Henderson Community College and Murray State have a long-standing partnership to offer 2+2 programs allowing students to complete all four years of undergraduate programs locally through Henderson Community College and Murray State. A Memorandum of Agreement was signed between Henderson Community College and Murray State to continue that commitment to offer academic degree programs and student services, as well as to provide office and classroom space on the Henderson Community College campus. As part of the agreement, Henderson Community College and Murray State share an Education Coordinator with the goal of strengthening programming and increasing the pipeline of students transferring from the community college to Murray State.

Additional recent accolades include the Murray State University Cyber Education and Research Center graduating the first cohort (18 students) from the Cybersecurity Analyst Certificate Program, with all participants receiving their certificates on August 16. The graduating individuals completed a nine-month, 12-credit-hour program and each participant was provided with job placement and continuing education opportunities to help ensure their future success. Individuals already working in the information technology (IT) and cybersecurity fields had the chance to upskill, creating opportunities for advancement within their current jobs. For many participants, the program offered a pathway into the IT/cybersecurity sector without any prior knowledge, allowing them to secure full-time positions after completing their internships. The program offers a comprehensive curriculum covering various topics and those were outlined. The current cohort consists of 24 students who are either entering the IT/cybersecurity field for the first time or seeking to enhance their existing knowledge. This certificate program was funded by a \$1.5 million three-year grant from the Employment and Training Administration within the Department of Labor through the Delta Regional Authority. Sincere appreciation was expressed to the Cyber Center and the Cybersecurity and Network Management Program – both of which are part of the award-winning Statewide Program of Distinction at Murray State University.

Dr. Rafaela De Negri, Veterinary Pathologist and faculty member at Murray State University's Breathitt Veterinary Center, was named Vice President of Organizational Operations for the Davis-Thompson Foundation, an internationally-respected nonprofit leader in veterinary pathology education. The Davis-Thompson Foundation is renowned for advancing veterinary pathology through education and global outreach. Leaders like De Negri, through their innovative contributions, have transformed the way pathology is taught and shared across borders. Dr. De Negri has played a central role in expanding the Foundation's global reach through facilitating high-impact educational events, engaging social media initiatives, creative educational advertising, and, notably, she created and directed the Foundation's biannual necropsy course for veterinary graduates to develop the necropsy skills necessary to pass the Clinical Proficiency Examination held by the American College of Veterinary Medical Association – Educational Commission for Foreign Veterinary Graduates. This appointment reflects both Dr. De Negri's excellence as a scholar and educator, and the growing impact of Murray State University's contributions to international collaboration. Her leadership continues to elevate the field of veterinary pathology and showcases the global influence of faculty in advancing veterinary health and education. Dr. De Negri's appointment further underscores the

University's commitment to promoting excellence in leadership, innovation in education, and global engagement. Appreciation was expressed to Dr. De Negri, Dean of the Hutson School of Agriculture Dr. Brian Parr, and the MSU Breathitt Veterinary Center. All are dedicated to protecting the invaluable assets of Kentucky's equine, livestock, and poultry industries. The Center is the state's only Level 1 Laboratory status designated by the USDA National Animal Health Laboratory system and one of only 60 laboratories in the United States (one of 23 laboratories with Level 1 status). The Center serves as an important teaching and learning facility for Murray State students.

Murray State University's Lydia White, a second-year speech-language pathology student from Murray, Kentucky, has been selected for the prestigious St. Jude Children's Research Hospital clinical program. St. Jude offers semester placements for graduate students in speech-language pathology which represents a highly competitive placement. Ms. White will live in Memphis for eight weeks while completing her placement. During that time, she will work with children under age 18 who have been diagnosed with cancer and other health conditions. Dr. Stephanie Schaaf, Chair of the Center for Communication Disorders, helped mentor Ms. White and all are appreciative of her efforts.

Kentucky Open Meetings/Open Records Acts

General Counsel Miller provided highlights relative to the Kentucky Open Meetings/Open Records Acts and indicated copies of both in their entirety have been provided to the Board. The update included the following key points:

- The University receives a substantial volume of requests, averaging over one per workday (at least 20 per month) and has five business days to respond to a request. Failure to meet this requirement constitutes a violation.
- A record includes electronic communications such as emails, tapes, disks, and documentation. The use of text messages as state records is currently a legal struggle awaiting a Kentucky Supreme Court ruling. General Counsel Miller will inform the Board of the Kentucky Supreme Court's ruling on text messages being considered state records once it is issued.
- Only Kentucky residents (including individuals residing, businesses registered in the Commonwealth, and news media) may request public records. Approximately one-third to one-half of requests received are from commercial entities, which sell the data obtained. For commercial requesters, the University can charge fees for collecting documents and require a signed agreement. Records can be withheld if an individual's privacy outweighs the public interest in disclosure (e.g., sensitive information in police reports, especially for students); academic records are being requested (e.g., test questions, grading data), or prohibited by federal or state law (e.g., FERPA-protected education records), and records that are protected by attorney-client privilege.
- The Attorney General hears complaints when a requester is denied records and issues rulings that provide guidance to public agencies.
- With regard to the Kentucky Open Meetings Act, if there is a quorum of the public body and public business that requires a decision is being discussed, that constitutes a public meeting and requires that notice be posted at least 24 hours prior to a meeting being held. For Murray State, a quorum is six members of the Board or three Regents serving on a five-member committee. Any complaints must first be submitted to the presiding officer (Chair of the Board/Committee) and the University has three days to respond. Further, the meeting location must be convenient and open to the public and generally must be held within the University's borders.
- Video conference meetings are allowed but members must remain visible and audible at all times and the location of any two members meeting together must be open to the public. The University must adhere rigidly to the Open Meetings Act protocols, including ensuring a quorum is not inadvertently formed outside of a properly noticed public meeting.
- Closed Session exceptions to the Open Meeting Act most applicable to Murray State include discussing the purchase or sale of real property (price discussion); proposed or pending litigation; or the appointment, dismissal, or discipline of a specific individual (employee, member, or student). General personnel discussions (such as budget cuts) are not allowed in Closed Session. The statutory citation relative to the reason for a Closed Session must be given before the Board goes into Closed Session.

Managing Government Records – “A Cooperative Undertaking” (June 2021)

General Counsel Miller reported that the General Assembly enacted the Open Records Act which establishes a right of access to public records. Free and open examination of public records is in the public interest. All records, whether stored electronically or in physical form, must be open for inspection to residents of the Commonwealth, unless the records are exempted by one or more of the exemptions found in the Act. Public records include any materials owned, used, or

maintained by state and local government agencies. The University must follow records retention schedules set by the state's Division of Archives and Records. Records must be kept for the required duration (e.g., some indefinitely, others 20 years, etc.). Transitory documents (like meeting scheduling emails) are generally not considered records subject to long-term retention. All University staff, including external counsel, must strictly follow the established records retention schedules to avoid improper disposal of records. Secretary Hunt serves as the University's Custodian of Records.

The Managing Government Records – A Cooperative Undertaking document was also included in the eBoard book. It is of utmost importance for the University to have a policy in place in regard to managing government records and the institution must be able to demonstrate it follows that policy. Murray State is compliant in this regard.

Conflict of Interest

General Counsel Miller reported that annually Regents are asked to sign a Board-adopted Statement of Conflict of Interest and the one for the 2025-26 academic year was included in the eBoard book. A paper copy was also provided to each Regent for review and signature. These will be collected and maintained by Secretary Hunt following today's meeting.

The Kentucky Revised Statute relative to Conflict of Interest was also provided for Board review. Board members could have a Conflict of Interest at some point during their service. Kentucky law allows Board members with business interests to contract with the University if the interest is disclosed to the Board, published in a local newspaper, and the contract resulted from a competitive bidding process, but the conflict of interest should be disclosed early in their Board term. Board members should also refrain from taking action relative to any conflict of interest. Board members were encouraged to review the Association of Governing Boards Conflict of Interest with Guidelines and Compelling Benefits which was included in the eBoard book.

Undue Influence

General Counsel Miller indicated that Board members could be asked to weigh in on a particular decision or serve as a reference for someone. Board members maintain all of their constitutional rights as citizens, but were asked to take into consideration how others perceive any such communications. Board members are encouraged to prioritize confidentiality and direct communication (using the phone instead of emailing or texting) for those discussions which are sensitive in nature. If a situation occurs, Board members could also communicate with the President's Office so they can be directed appropriately. There are different rules in this regard relative to Athletics and those will be outlined later today.

Health Insurance Portability and Accountability Act (HIPAA) and Family Educational Rights and Privacy Act (FERPA)

General Counsel Miller reported that FERPA is a statute enacted in 1974 that protects the privacy and confidentiality of student educational records. Board members must be mindful of FERPA when approached by constituents about and academic interest – such as grades. HIPAA protects medical information. MSU is a hybrid entity and must ensure protected health information is treated confidentially and securely. While there are mainly two areas on campus that are engaged in covered transactions, the University aspires to treat all student, faculty, and staff health information according to the spirit of HIPAA. Murray State also has a Privacy Officer and a Security Officer to help ensure the HIPAA and FERPA Acts are not violated.

Delegation of Authority

Chair Fitch reported that on December 4, 2014, the Murray State Board of Regents approved the Delegation of Authority for the President of the University. The Delegation of Authority delegates the authority to conduct University business to the President, except where the Board reserves specific authority. The Delegation of Authority has been reaffirmed by the Board of Regents each year since its adoption. The Delegation of Authority was last amended and reaffirmed at the Quarterly Board of Regents Meeting on September 13, 2024. One amendment to Delegation of Authority Item #11 will be submitted to Board for approval during the Quarterly

Meeting tomorrow in regard to Personal Services Contracts. That recommended change is in bold below:

Delegation of Authority Item #11: Approve new employment contracts made outside of the regular budget cycle and approve all Personal Services Contracts totaling more than \$50,000 unless the contract is a renewal of an agreement previously approved by the Board. In addition, the Board will be notified of all Personal Services Contracts between \$10,000 and \$50,000 before they are submitted to the Legislative Research Commission (LRC) but not including routine annual renewals. Upon review of new Personal Services Contracts, individual Board members may request that these be held for approval at the next Board meeting. All Personal Services Contracts necessary for projects previously approved by the Board are not subject to the additional approval in this section. **This section does not apply to revenue sharing/NIL agreements between the University and student-athletes. The Board delegates authority to the President to sign, or have his delegee sign, such agreements up to \$500,000.**

Strategic Plan

It was reported that the Strategic Plan 2020 – 2025 was provided in the eBoard book. Work is currently underway to appoint a Committee comprised of key constituencies to assist in the development of a new, energized Strategic Plan. The Strategic Plan Oversight Committee will help guide the development of the long-range plan. Associate Provost Fister was asked to update the current Strategic Plan and that trend will be maintained in order to track progress. The Strategic Plan Oversight Committee will also begin working behind the scenes to develop the next iteration of the Strategic Plan. The Committee will be comprised of representation from Faculty Senate, Staff Congress, Student Government Association, and those constituency groups have already provided names. Faculty, Deans, Board of Trustees, Alumni Association Board of Governors, and the University administration.

Office of Equal Opportunity/Title IX Review

Executive Director Duffy reported that the Board was provided with an overview of the office, staff and responsibilities, the non-discrimination statement, and the charge for the Office of Equal Opportunity and Title IX. The Office of Equal Opportunity and Title IX is governed by the Non-discrimination Statement.

Illegal discrimination occurs when some individuals are treated differently than others because of their membership in a protected group/class. Those classes include race, disability, gender identity, sex, age, national origin or color, sexual orientation, religion, veteran status, and social or political viewpoint. The entire University holds as central to its mission recruiting, retaining and supporting every Racer to ensure Murray State students are safe, inclusive, and focused on success.

Office of Equal Opportunity functions include sharing information and providing education, promoting the habit of reporting and making referrals, conducting fair and impartial investigations, and ensuring compliance. Equity Efforts (compliance) include Affirmative Action, Vets 4212, Title IX, ADA/Section 504 and Reasonable Accommodations, VAWA and Campus SaVE, and Education and Outreach (Canvas and in-person training). Response to Concerns include reporting, investigating, process navigation discussion, and campus resources.

Title IX states that, “No person in the United States shall, on the basis of sex, be excluded from the participation in, be denied the benefits of, or be subjected to discrimination under any education programs or activity receiving federal financial assistance.” Title IX is a civil rights protection from all forms of sexual misconduct, including sex-based discrimination, harassment, or gender violence at any educational institution receiving federal funding. Students are the primary focus of Title IX but it is applicable to all campus constituencies. Title X applies to both females and males, including gender non-conforming individuals and prohibits discrimination on the basis of sex in education programs or activities operated by recipients of federal financial assistance.

MSU maintains a commitment to recruiting, retaining, and supporting every individual, ensuring a safe, inclusive environment based on protected classes as outlined earlier. While non-discrimination is foundational, fairness plays out in terms of the difference between equity and

equality. Equity and equality are not the same. They are often used interchangeably, but really are not the same. If everyone on the Board is given the same pair of boots, every member is being treated the same. If everyone receives a pair of size 6 boots, this does not afford for individual needs. Instead, everyone should be given the right size boot so they can participate in an activity equally.

Title IX is designed to protect against sex-based discrimination, harassment, and violence. Compliance with Title IX requires University compliance in order for it not to lose federal funding or accreditation. In terms of Title IX training, compliance is one area where the most time is spent making sure first-year students understand consent – when they have it, when they don't – and when it's ambiguous. In Title IX, sexual violence includes sexual assault/rape, relationship violence, fondling, sexual exploitation, and stalking. These all present some aspect of consent being violated. At the heart of the ongoing educational efforts with the University community, this concept of consent is covered at all events and involves a clear, knowing, voluntary willingness to engage in behavior. Understanding and respecting consent is central to prevention, accountability, and the University's commitment to a safe and respectful community. Consent fails if there is an absence of consent, incapacitation, coercion, or blackouts. This is why it is also important to talk to students about the importance of bystander intervention – when you see something, say something.

Under Title IX, sexual harassment is unwelcome conduct that a reasonable person finds so severe, so pervasive, so objectionably offensive, that it denies someone equal access to education. That behavior must be found in all three conditions. If it does not reach that threshold, then it is handled through student conduct measures. Generally, even if an incident does not meet the threshold for sexual harassment, it is not welcome at Murray State. and that message is shared consistently across the University.

As defined under federal law for dating violence, domestic violence, and stalking, there are two types – quid pro quo, meaning this for that, or a hostile environment or ongoing, severe, and persistent behavior that disrupts educational work, meaning that an individual is having to put up with behavior that effectively carries over and over and over again. This is not acceptable at Murray State University.

In the event of sexual misconduct violations, an individual or bystander must report all relevant details about the discrimination, including, but not limited to, name of the alleged perpetrator, name of the individual who experienced the discrimination, and any other members of the University community involved in the situation. Relevant facts include the date, time, and location of where the incident occurred. The duty to report extends to second-hand information, online, and potentially rumors and gossip.

In terms of what is required by the University, Murray State must act promptly and effectively to stop harassment, eliminate hostile environments, and address their effects. This includes equitable grievance procedures, accessible written policies and resources, a designated Title IX coordinator (Executive Director Duffy) with published contact information. This information can be found everywhere on campus. Investigations that use the preponderance of the evidence standard (meaning it's more likely than not) remain independent from criminal processes. An individual can decide to use the criminal process or remain in the state's process. The Title IX office conducts its investigation separately from the criminal process and works to ensure fairness for all parties. Individuals can also decide to take an advisor or advocate with them to the proceedings but counsel is also available from Executive Director Duffy's office and great effort is dedicated to making sure that the doors of communication remain open. This work is also heavily supported by the Deputy Title IX Coordinators – Owen Butler and Blaire Gray.

The University is also required to provide campus-wide training relative to Title IX. This training must be both in-person and online and is targeted to groups such as Residence Life, student leaders, and others. It is also critical for faculty, staff, and students to complete a required campus-wide online training covering definitions, reporting benefits, grievance procedures, and resources. All participants are required to achieve a score of 100% on the online assessment. It is important for all to understand definitions and know when they are supposed to report. Research shows that during the first 90 days of the start of school is when Title IX-related behaviors are at their peak and this is why the deadline to complete the mandatory training is October 3. This

training helps the University be equipped to provide Racers with the key information they need to remain on track to graduate.

The University's responsibility is to stop harm by utilizing processes afforded by law. Students must be aware of the grievance procedures and where they are located and that information is certainly provided. The University's grievance procedures provide the ability for students to proceed through an informal or formal process. With regard to the University's grievance procedures, all are focused on policy and cannot represent or advocate for either party in the process because it must remain fair and equitable.

Title IX protections also extend to those who are pregnant or parenting and prohibit discrimination based on pregnancy, childbirth, miscarriage, abortion, or related conditions. This coverage applies until the child turns one year of age. This does not mean the University is welcoming children into the classroom as this would carry with it a host of liabilities. An individual cannot dissuade another who is pregnant or parenting from continuing on to graduation. Those students who are pregnant or parents need to connect with the Office of Student Disability Services should such an instance occur. While pregnancy is certainly not a disability, the law provides for those students who are pregnant or parents to have the same protections or adjustments as someone with a temporary disability.

A listing of available resources and tools was provided in the eBoard book and serves as a guide on how students, faculty, or staff can find assistance should they need it. Executive Director Duffy also indicated she is happy to share additional information at any time should the Board wish to discuss this topic offline.

University Advancement Update

Assistant Vice President of Advancement Dr. Tina Bernot presented a University Advancement update. The Board was welcomed to the space where University Advancement is housed. Dr. Jesse D. Jones helped make the Hall of Benefactors and Distinguished Alumni where the Board is meeting today possible. In this room donors, distinguished alumni, and award-winning faculty, are recognized and it is a great place to be able to celebrate all that goes into giving at Murray State.

University Advancement is made up of the Office of Development which is responsible for all giving, whether securing, cultivating, stewarding, or acknowledging gifts with written notices or receipts, that can be used for charitable tax purposes. This is the only office charged with that responsibility on campus, so no matter where alumni or donors are giving to the University, the Office of Development is issuing the documentation and receipts needed. By having this central location for giving, it helps maintain consistency, ensuring that the University is following the law and the guidelines established by the federal and state government.

The Office of Development works closely with Murray State University Foundation, Inc. The Foundation is a non-profit 501(c)(3) independent organization. Their mission is to support Murray State University. The Development team that works to raise money for the University and what is secured, for the most part, goes directly to the Foundation. This procedure is followed because that organization has the independence and ability to invest the money to help it grow. The Foundation has legal documents and a separate auditing process to help protect donor intent. Some funds that are set up are permanent and forever and consistent guidance and protection is needed for donor dollars to exist for Murray State. This is accomplished through the MSU Foundation.

The other arm of University Advancement at Murray State is the Alumni Relations Office which is charged with engaging alumni. Happy and involved alumni make a tremendous difference for the University; for students, programs, communities, recruitment – really for every purpose. Having an engaged alumni base is incredibly important as Murray State University has nearly 85,000 alumni across the world, and keeping them involved is no small task.

Alumni Relations is assisted by the Murray State University Alumni Board of Governors, an independent body that is charged with creating the Alumni Strategic Plan, advising the work of the Office of Alumni Relations, being ambassadors for Murray State, and serving the University in that capacity. The Office of Alumni Relations does plan and organize events, particularly those

centered around athletics, Homecoming in particular. The Office of Alumni Relations recognizes alumni for amazing accomplishments through award processes, such as the Distinguished Alumni Award. If Board members would like to nominate someone, those nominations are due by December 15 for next spring's awards. There is also a Young Alumni Award and those nominations are due by September 15. If Board members know alumni who are under the age of 40, the University would love to recognize them for the amazing work that they are doing through the 22 Under 40 program. 22 stands for 1922, the year Murray State was founded, and the award allows for the selection of 22 outstanding young professionals who are doing great work in their field.

Dr. Bernot provided an update on giving. The 2024-25 fiscal year ended on June 30, 2025, and those are the results being presented. Highlights included:

- Last year, the University received \$9.5 million in total gifts. This means through checks, cash, credit cards, gifts of stocks, securities, real estate, and gifts-in-kind there was \$9.5 million received. The MSU Foundation received gifts through 4,400 unique donors and 13,000 gifts were made. The University's donors are the type of people who are involved for life and they love to keep giving. Once they give, they see the impact, and that is important for them.
- The University just finished a major capital campaign, the largest campaign in its history, and oftentimes donors will make a commitment over multiple years. This means that all dollars do not necessarily come in the first year but over a period of years. A pledge is one such gift paid over a period of years. Donors also can make a commitment through their estate planning and, if they do so, that commitment is counted now. Those commitments were part of the campaign dollars reported. Last year's commitments, gifts, and pledges, totaled nearly \$25 million – representing a tremendous year. Appreciation was expressed to the Board for supporting the work of University Advancement and the Foundation and for giving their time, talent, and treasure. Appreciation was also expressed to the thousands of donors who make a difference for Murray State University.
- The capital campaign concluded on June 30, 2025. The University accepted the last gift which put the total funds raised to over \$107 million, with nearly \$108 million total raised. The goal was \$100 million but the University surpassed its goal about 12 months ahead of schedule. Over 25,000 donors made gifts to the campaign since it launched in July of 2018 and that is incredible. Over 98,000 gifts were made and 41% of giving was designated for student scholarships. There remain a significant number of pledges and documented plan gifts that will be collected in the years to come – almost \$48.5 million that will continue to come in to the University. Appreciation was again expressed to donors, the Murray State University Foundation, and the Board of Trustees as they were tremendous partners in this campaign. Appreciation was also expressed to the National Campaign Council and every unit on campus. When a comprehensive campaign is undertaken, everyone is involved to some degree. The success of the campaign would not have been possible without Racer Nation coming together and making it happen.
- The \$48.5 million in pledges is already included in the \$108 million reported as the campaign total. When the University set out to undertake a campaign, the goal was for half of the money raised to be used for student access and support and that included scholarships. With the 41% scholarship rate, combined with programs like those in Student Disability Services and all of the different areas under Student Affairs, the 50 percent goal for student support was achieved. The goal of the other half of the campaign is to support academic excellence for the strategic modernization of campus and facilities, Racer Athletics, and those type of projects.
- Dr. Don Tharpe once served as Chair of the Board of Regents. He is an alumnus of Murray State, and served on the University's National Campaign Council. Dr. Tharpe called Dr. Bernot about one year before the campaign concluded indicating that he envisioned a website that recognizes donors and shares a little bit about their giving story. That website has now been created. Regents may visit MurrayState.edu/Bold, a website that highlights some of the donor stories. The top 108 or so stories were selected, but University Advancement is happy to tell any story – the dollar amount does not matter. What does matter is the impact and the donor story. Anyone wanting to have their story added to the site were encouraged to contact the Office of Development. Appreciation was expressed to Dr. Tharpe for his vision.
- Dr. Patterson's vision for his first 120 days in office included a listening and learning tour which represented a true collaborative effort. University Advancement partnered with Executive Director Touney and the Office of Branding, Marketing, and Communication; the President's Office; and the Enrollment Management team to plan and accomplish the Racer Spirit Listening and Learning Tour. President Patterson and the group travelled regionally and out of state, to St. Louis and Nashville particularly, but also to Atlanta, to listen and learn from alumni and different constituencies. This work is proceeding nicely and photos from some of the visits that have taken place already were shown. This initiative represents a tremendous opportunity for the team to listen to Racer Nation to hear what they want to do next, where they think opportunities are, what they enjoy, and what they feel are valuable parts of the work of Murray State University. It has been refreshing and exciting to hear what people think of Murray State in a different way, and it also helps reinforce the work of the teams.

- Murray State University Office of Alumni Relations has coined Homecoming Forever Blue and Gold. A Racer Spirit Volunteer Summit will be held during Homecoming this year and all were encouraged to watch for news in regard to this initiative. Alumni and friends will be brought to campus and given the opportunity to visit classrooms to connect with students on Thursday and Friday, October 30 and 31. A luncheon will be held on October 31 culminating the Volunteer Summit and also the Racer Spirit Listening and Learning Tour. All Regents were invited to attend.
- An opportunity to reconnect with other Racers is also available by joining the Alumni Association. The Alumni Association is a dues-paying group, because that is what helps support events and engagement efforts. It represents a very small investment for a very large return.

University Advancement has also worked on several annual campaigns. Those annual campaigns include:

- **We Are** is the faculty and staff giving campaign. Murray State University faculty and staff are some of the most generous in the country. They have given millions of dollars in support. This means not only are they teaching, but they are investing their time, talent, and passion for Murray State students and teaching, supporting the work of the University, and giving back in a financial way to help support programs.
- **Racers Give** is the University Advancement Day of Giving. This year it is on Wednesday, September 17, 2025, and additional information will be distributed very soon.
- **Be Bold for Good** is the University Advancement student giving campaign. This gives students an opportunity to participate in philanthropy while they are on campus. It is a perfect time to teach them about the culture of giving at Murray State. Murray State started in 1922 because donors gave money, and legislators, representatives, and Rainey T. Wells went to Frankfort with money and property secured to help get the campus located in Murray. This illustrates that from the very beginning Murray State University started with philanthropy which represents an incredible foundation of what MSU does, and students need to hear that message as well.
- **Second Home** represents an opportunity for families to give back to enhance the student experience.
- **Philanthropy and Leadership Collective** was formerly the Women's Philanthropy Society which has now transitioned to a new group that supports leadership efforts on campus, building leaders at every level – as students, staff, and faculty.

Fiscal Year 2026 began July 1, 2025, and \$4.1 million in cash gifts has already been secured. The University Advancement teams are working on several upcoming events. Murray State is a lively campus community, and has a lot of opportunities to offer, such as lectures and signature fundraising events. Collaborative events are also offered with the Murray-Calloway County Chamber of Commerce, such as Breakfast on the Farm. The University will host an amazing speaker on September 25 as part of the Bacon Farmer Workman and Marcum Engineering Leadership by Design Lecture. Evy Poupouras, former Secret Service Special Agent and Interrogator, is the Keynote Speaker and will talk about leadership. MSU alumnus and donor, Mark Workman, is incredibly supportive and helped bring this event to campus annually. Town & Gown is an important collaborative organization with Murray and Calloway County and Murray State. A Town & Gown Choral Concert will be held following the Oakhurst Holiday Open House when the Patterson Family will welcome the University family into their home. Regents were encouraged to attend as many events as possible.

Adjournment

The Board of Regents adjourned for a break at 9:50 a.m.

Reconvene

Chair Fitch reconvened the Annual Retreat at 10 a.m. Regents were reminded that the Conflict of Interest Statement they are asked to sign annually is at their place at the table. Once they have reviewed and signed the Conflict of Interest Statement, it should be returned it to Secretary Hunt.

Athletics

Director of Athletics Nico Yantko provided an Athletics update to the Board of Regents which included what they will see in the coming months, NCAA best practices, compliance, and

regulations. All programs are off and running, and the season's first football game will be on the road this weekend.

The Athletics' Vision for Excellence is to enhance the visibility of Murray State's nationally-recognized brand by building the premiere athletics program in the Missouri Valley Conference, the Missouri Valley Football Conference, and beyond through an innovative, sustainable approach to competitive success. The Athletics Mission is dedicated to creating a comprehensive and transformative experience for student-athletes, serving them from recruitment through retirement, while positioning sport programs to compete for and win championships. Racer Athletics will continue to serve as a platform for national exposure, elevating the brand as the primary vehicle for student, faculty, staff, alumni, and community pride and engagement. The Athletics' Vision for Excellence, is committed to four objectives:

- A:** Advance the brand of Murray State University.
- B:** Build a stronger MSU community and region.
- C:** Compete for and win championships.
- D:** Develop student-athletes through strategic programs that will serve them from recruitment through retirement.

Athletics takes great pride in these objectives and all four are key to what the program focuses on every single day. As part of the Vision for Excellence, Department of Athletics core values are Respect, Integrity, Service, and Excellence in everything they do. Department-wide goals for 2025-26 include:

1. Drive revenue growth across all units to continue to emphasize an elite student-athlete, staff, and investor experience. This work includes staying focused on continuing to find revenue growth, identifying those investment opportunities, donations, and new opportunities within the Name, Image, and Likeness (NIL) space.
2. Build, modernize, and optimize athletic facilities and operations to maximize revenue and be able to recruit and retain top-level talent. Athletics will continue to look at facilities that can create recurring revenue streams which can be reinvested back into programming for facilities to provide the videoboards and scoreboards that the program currently does not have in all facilities. As an example, the baseball videoboard is something that is being projected for sponsorship activation in the conference. That opportunity offers at least \$50,000 in recurring dollars to go towards athletics programs. The goal is to maximize revenue and continue to prioritize recruiting and revenue generation in every action taken.
3. Enhance student-athlete success and support systems with continued programming that is geared towards supporting each of them from recruitment through retirement.
4. Grow the Murray State Athletics brand in the community, as well as regionally and nationally, through strategic digital initiatives, engagements, and storytelling. The University is hosting the Missouri Valley Conference Baseball Championship and that is going to be really exciting. As part of this process, Athletics must work with a lot of different stakeholders to ensure a high-profile, successful event is being offered. Erin Carrico, Executive Director of the Murray Convention and Visitor's Bureau, recently commented that the direct economic impact of hosting the Missouri Valley Conference Championship (from teams staying in hotels and eating in restaurants in Murray) will be north of \$1 million dollars of economic impact to the community. In terms of indirect impact from families, individuals shopping at markets or stores and purchasing gas, that could have another seven-figure impact. And this extends to the surrounding communities such as Paris, Tennessee; and Mayfield, Benton, and Paducah, Kentucky. In terms of a strong community, it is important that athletic teams are competing and winning championships, which puts the program in position for opportunities such as hosting the MVC Baseball Championship, because it really helps elevate the entire community and region.
5. Strengthen internal and external communication and collaboration to create new efficiencies throughout the department, across campus, and in the community.

6. Ensure compliance, culture, and continuous improvement throughout the entire department. As the world changes and the University moves from an era where NIL was taboo to one where it is now being celebrated, it must continue to make sure that all are doing things the right way for student-athletes. Appreciation was expressed to President Patterson and General Counsel Miller for looking at the NIL era from a lot of different lenses to make the best decision with the information available at the time.
7. Execute sophisticated revenue share program implementation which will continue to evolve over time, as now the House settlement is final, and it is permissible for Athletics to participate in revenue sharing. This represents the licensing agreement with young student-athletes while they are on the Murray State campus. Staff will continue to emphasize the educational components of NIL to help student-athletes not only grow their brand, but make sure they are investing dollars earned. Athletics will strategically ensure financial literacy through the Dennis Jackson Leadership Program.
8. Close out “The Race Is On” three-year Strategic Plan and launch a new Strategic Plan – work which is currently underway.

In terms of advancing the brand of Murray State University, the last time the Board was together the Baseball team had made it through the Super Regional round but not the College World Series. Now that the Baseball team participated in the College World Series, it is not difficult to see that this season represented a special run and appreciation was expressed to the Board for their support of Coach Dan Skirka. Appreciation was also expressed to President Patterson for his belief in the direction Murray State Athletics is moving. The College World Series created another global impact for the Murray State brand. There was \$406 million in media buy for the institution and approximately \$44.3 million in impressions through social media – and that was just a few weeks after the World Series but will continue to play out over time.

Last year, Athletics had 15 linear televised games. Going back to competing and competing for championships, that number only grows the more competitive terms are and that represents linear opportunity – clicking on the TV on ESPN or CBS and seeing the Racers are represented in these spaces with 87 ESPN productions, leading the Missouri Valley Conference for the second consecutive year. Within those ESPN+ productions, that's giving more exposure to additional sports programs, like Soccer, Softball, Baseball, and others, not just high-profile basketball programs. Athletics works closely with Executive Director Touney and his team to ensure there is an institutional asset and being able to maximize and leverage that throughout the process. During the World Series, Murray State had 1.6 million visits just to GoRacers.com. This represents a 244% increase from where the program was at year prior. These impacts provide an opportunity for all to tell the Murray State story, as well as talk about the community and region. Additional media exposure included 10 million MSU Baseball social media impressions and that number continues to expand.

With regard to advancing the brand, that is not possible without an aggressive Athletics communication and strategic communications team, and the digital strategy team. This year the Sports Information Directors (SID) at Murray State were actually recognized as the SID Office of the Year. The University's storytellers and brand ambassadors are doing a tremendous job of helping shape the University's brand on a national scale.

In order to build a stronger MSU community and region, there is impactful work taking place within the Dennis Jackson Leadership Program. For the third straight year, the University had record-breaking community service hours with impact and only continues to get better in this space as student-athletes and Coaches continue to buy in, but also as the community continues to be more receptive of finding ways to leverage student-athletes in that component to get them out in the community. This work is not just about impacting the 430 student-athletes on campus, but their impact, and how that continues to multiply impacts for the community. Slightly over \$10,000 has been raised for local non-for-profits. It is important for student-athletes to understand philanthropy and how that is impacting other lives and helping those organizations that they believe in, whether it be for breast cancer awareness, or for the Boys and Girls Club. Student-athletes are having a direct impact on growing our community, and that is really something all should not lose sight of as leaders are being developed on the Murray State campus.

Director Yantko outlined the Classroom of the Month program which started in 2024-25. Last year, there were 24 classrooms reaching over 400 students in over five states – Kentucky, Tennessee, Missouri, Indiana, and Illinois. Student-athletes and Coaches are visiting these communities, but mostly through elementary schools, and are dropping off a Murray State t-shirt. This is a sponsored activation for Dr. Randy Taylor and the local dentistry here. Mr. Gatti's also provides gift certificates, so when students come to town, and hopefully watch a Racer game, they can go to Mr. Gatti's to get a free bite to eat. Through initiatives such as this, Athletics is impacting and driving the Murray State brand to the service region in those states that surround Murray, Kentucky. In this new era of brand advancement of the student-athletes and licensing arrangements for their revenue share contracts, this is an impactful way they are helping advance the institution's brand, not only in competition as brand ambassadors representing the community, but taking the University's story into other communities to help them look for future Racers.

In terms of competing for and winning championships, 2025 was a record-setting year in terms of the most championships in an academic year in school history. This is very impactful, not only team participation, the Super Regional Championship, but also individual championships, which are not technically counted towards the team record. Regents were provided with a poster which celebrates this excellence as the standard. The University must ensure it is fulfilling that excellence standard in all categories. Certainly, championships are at the top of that list, along with academic success.

Efforts continue to develop student-athletes through strategic programs. The focus in this regard is to develop more student-athletes from recruitment through retirement. This past year, the program had the highest Graduation Success Rate (GSR) in school history, along with the highest Grade Point Average (GPA) in school history, and the 42nd straight semester over 3.0 GPA or higher for all student-athletes within the different sport programs. Records have also been broken. Each one of the four programs had a 3.0 GPA or higher which is a rare accomplishment outside of elite academic type institutions.

Racer Nation is continuing to invest in the Athletics' Vision for Excellence. Tomorrow the Board will consider approval for a million-dollar cash contribution through the estate for Jim and Sue Cash. Appreciation was expressed to MSU Foundation President Dr. David Durr and Assistant Vice President Bernot in this regard and helping to navigate the process with these dollars. This represents an incredibly impactful cash contribution to Murray State. Additionally, The Murray Bank also stepped up with a \$300,000 cash contribution to Murray State University. All are incredibly grateful for these supporters.

Former Athletics staff member and a great friend of the program, Natalie Garfield, stepped up with a \$25,000 pledge commitment that will represent a wonderful investment back to women's programs, Women's Basketball and Softball in particular. An anonymous supporter also made a matching contribution of \$50,000 to support revenue share and academic incentives for the Baseball and Softball programs. A new donor from California provided a new \$30,000 cash contribution to Racer Athletics. It is believed that the more the University and Racer Athletics continue to turn up the volume in its transition into Missouri Valley Conference, and finding its way competitively, people are buying into and investing again in Murray State Athletics. This is something which should be celebrated in terms of the level of philanthropy being provided throughout the Department of Athletics.

This past spring, Men's Basketball Coach Ryan Miller had the number one recruiting class in the Missouri Valley Conference and ranked out in the top 80. Among the 364 programs that played Division I basketball, that's top 100, which is impactful. All are really excited for Coach Miller, his staff, and student-athletes on campus. Baseball is coming off of a World Series run and again, Coach had a number one, a top 60 recruiting class. Both of these are the highest rated recruiting classes ever for Murray State for either of these programs and Athletics must continue to leverage that momentum – recruiting in a new era. Both programs are competing in the top 100, in the top 80, and between the Big Ten, the SEC, the ACC, and the Big 12 there are about 70 to 80 programs. Both of these MSU programs are within that range which illustrates the target mark of what Athletics is chasing. Excellence is not just competing for championships in its league, but now all are viewing this on a national scale. It can be done at Murray State. This success does not happen without the generosity of Racer Nation and the support of campus partners.

Appreciation was expressed to the Board and President Patterson for their leadership in allowing Athletics to move forward in this new era.

In terms of the Sports Park renovation, Athletics is excited about prioritizing recruiting and revenue generation through donor-funded initiatives – everything from the CFSB Center renovation project that is currently underway, down to the new enhancements coming to Johnny Reagan Field, and an athletic training room within Stewart Stadium that has not been updated in the 52 years of its existence. Those facilities are going away with a focus on providing better opportunities.

The hitting facility was recently updated with a new pitching mound to impact both the Baseball and Softball programs. This represents an incremental change. Athletics is not going to be able to take on hundreds of millions of dollars in projects at one time. If programs continue to chip away at work that needs to occur, opportunities become available that puts Athletics in a position to have even more success. A few years ago, the first project that was developed was a Baseball Clubhouse and looking for ways to capture areas within the sports complex. The successes at the Super Regional and College World Series are having a direct impact in terms of prioritizing recruiting and revenue generation with these products.

In terms of moving into the future, appreciation was expressed to The Murray Bank and several other donors, for investing in the Baseball facility. All focused on developing the infrastructure and staffing for its program first. Now these programs are starting to see the much more visible aspect of Racer Athletics sports. There will be a new Murray Bank videoboard which is going to be an incredible activation not only for games at Johnny Reagan Field, but it creates other opportunities for initiatives to be undertaken throughout the community – whether it be movie nights or 4th of July fireworks – that help to increase the foot traffic on campus. On top of this, there are opportunities for generating new sponsorship activations.

The Purcell Tennis Courts were recently redone due to their importance not only to students and student-athletes but also to the community members who use these courts. The courts have been resealed, cleaned, and a fresh coat of paint was provided. This allows the University to have a safe playing surface that is now more aligned with the Athletics' brand with the blue courts. Not only will the community be excited about this project, but Director Yantko knows student-athletes are really grateful for the investment. Appreciation was expressed to all who supported this initiative – a very visible component and asset for the community. All are very grateful for those investors who stepped up and allowed this to take place. Branding is now being installed on the resurfaced courts – another addition to this very visible asset. Athletics is the front porch and efforts must include making sure it is nice and well groomed.

Photos were shown of the various Athletic facilities which highlighted opportunities in these areas. The renovation currently underway in these facilities serving 400 student-athletes are incremental but monumental. Branding is being incorporated and there will be new hydrotherapy activation that will not only help from a recruiting perspective aesthetically, but it will also provide better service quality for student-athletes in the recovery space, or proactive prehab, to let them know the University emphasizes their health and well-being. And this work is married up with 100% of senior leadership, Athletic Trainers and Head Coaches. All are certified in Campus Mental Health First Aid training – again, putting student-athletes first and serving them with excellence.

With the CFSB Center renovation, premium seating for the Loge boxes is currently on sale for \$15,000 per box. This represents the practice of establishing recurring revenue streams. If Athletics sells 57 boxes in the current design structure, that is well over \$900,000 of recurring revenue every single year. Location will continue to be leveraged when there is an allocation. The first allocation will occur in November. Right now, the most unique part of this sales piece is new entities and individuals are getting involved with Racer Athletics. There are close to 16 companies that Athletics has never done business with before that the University is currently working with in regard to these opportunities. All are excited to see where that continues to take the program, to create new pipelines for engagement for the institution. Between Loge boxes and the Courtside Club, this will create new business development opportunities for the community and region and will help drive business development opportunities for these companies, Murray State, and its Athletics program.

On June of 2024 a Vision for Excellence Fund was introduced and appreciation was expressed to those supporting this process. These are tax-deductible contributions that will be additions of excellence, with a heavy emphasis on the revenue share component. These are tax deductible to the extent allowed by law, and investors are always encouraged to seek counsel from their financial advisors or CPAs. Each of these investors will receive five priority points per \$100 of an investment, and there's been a significant number of community members step up in this category. It will remain a top priority for the Athletics Department to continue to see great donor investors and donor partners in this space to allow the programs to accelerate with the new House settlement legislation.

To use that example from the House settlement, it is known that 20% of revenue is tied to autonomy programs that those institutions can max out up to \$20.5 million of revenue share amongst all of their student-athletes. As an example, Clemson allocated \$18.5 million of their \$20.5 million towards football. This means \$2 million left to be distributed across all their assets. The opportunities at Murray State, because the institution does not play FBS football, can continue to emphasize the investment in Men's Basketball, which must be done first because it feeds everything else. The institution's brand is wrapped around that program which can continue to be elevated and present additional opportunities. This represents an opportunity to be strategic for folks to sit down with investors and campus leadership to have an opportunity to show what the University can do to be competitive in this new landscape. As was shown in the recruiting numbers earlier, there is great opportunity at Murray State and the time has arrived and the University is well-positioned for success. All are really excited about where Athletics is going.

NIL is still in existence, even with revenue share. However, NIL is now a true organic outside component. Student-athletes can represent companies such as Meineke as brand ambassadors. MSU is trying to get into a space where the legislation allows NIL to be truly organic from a branding perspective.

Director Yantko thanked everyone in this room – supporters believing in athletics, in what Murray State needs, moving the chain. The direction programs are heading can be decided beyond just championships. Athletics is going to excel in all those categories to ultimately build a stronger University as part of that marketing review to continue to elevate the Murray State brand.

A Regent recently read an article in the *National* that schools can use auxiliary funds to supplement revenue sharing, up to that 20% or something of that nature. It was reported that discussion has not been had with the administration on campus, but all are seeing a lot of institutions in the conference who are passing a digital measure – autonomy schools that are not asking the Athletic Department to generate those dollars. There are players and participants. There are schools that are choosing to move that money over from the campus to allocate towards those competitive resources. Murray State is lucky that fans and donors are supporting these initiatives right now, but that is not a miracle. In fact, it is the standard right now, to what is being accomplished at Murray State through donor support and that is incredibly unique. Florida is supplementing revenue share, as is Ohio and Pennsylvania. Schools in these states are using auxiliaries to help offset or carry the load.

Regents were provided with the "The Inside Track," a brochure reminding everyone of how to remain in compliance. The Board already does a great job in ensuring compliance but should remain focused in this regard. It is best to ask first before acting, whether it be providing meals to student-athletes or anything that can fall in line with the NIL interval. All should exercise due diligence with regard to compliance, even as the world around athletics continues to evolve rapidly.

Adjournment

The Board of Regents Annual Retreat adjourned at 10:50 a.m. for a tour of the Hempwood facility and lunch.

Reconvene

Chair Fitch reconvened the Annual Board of Regents Retreat at 12:45 p.m.

Student Affairs and Enrollment Management

Vice President Robertson acknowledged the passing of 2014 Murray State University graduate, Officer Ryan Gene Thompson. Ryan was a dedicated and decorated member of law enforcement. He leaves behind two young children.

Shawn Smee, Director of Recruitment, and Maria Rosa, Executive Director of Admissions, reported on recruitment strategies and outlined those Murray State is utilizing. Vice President Robertson indicated that both of these individuals and their teams have done a phenomenal job over the past several years. The University has completed the last two recruitment cycles with record freshman classes and enrollment continues to increase as a result. These strategies involve High School Guidance Counselors and partners, Admitted Student Kickoff, transfer events, and efforts that are underway to solidify current transfer agreements and solicit new ones, including in neighboring states. An overview of new software being utilized to assist in this effort was also provided.

Effective July 1, the domestic Graduate Admissions Office, as well as the Office of Graduate Recruitment, joined the Office of Admissions. As part of this reorganization, opportunities for efficiencies are being reviewed, as well as building a comprehensive domestic graduate recruitment plan that encompasses communication with prospective and current students, marketing and retention based on trends both in the market and at Murray State. Initiatives being undertaken with regard to graduate international student enrollment were also outlined with the goal of developing a comprehensive strategy and plan.

Application and admittance numbers are important but the real focus is the number of students who enroll while ensuring the University is attracting the right applicants. As part of this work, the yield rate over the years is monitored closely. A graphic was provided showing where the Recruitment teams travelled this year. Predictive analysis is an important component of this work and was outlined in detail. The information this analysis provides is shared regularly with Branding, Marketing, and Communication. This year the information was also shared with other campus units. All are very passionate about the work that is occurring.

International students are very, very important to Murray and international strategies to help capture this audience were outlined. Currently, students come from 62 countries with the top sending countries being China, India, Nepal, Bangladesh, Belize, Liberia, and South Korea. The University is lucky to have significant individual connections in those schools who are now going to be providing assistance to Murray State.

Career Services was highlighted. Accomplishments for 2024-25 include a drastic 28 percent increase in appointment traffic (from 1,610 to 2,063), hosting the first Etiquette Dinner for MSU students and two staff members meeting on-site with personnel and students currently involved with the Disney College Program. The goal for Career Services for 2025-26 is to increase connection and recognition amongst the faculty when services and offerings are involved.

The University has various health services offered on campus. The main ones referring to providing resources for mental health are University Counseling Services, the Psychological Center, and TimelyCare. University Counseling Services typically is an open resource. TimelyCare is in its second year at Murray State. They provide virtual services only, but are available 24/7 to students in all 50 states, so that is something new the University was not able to provide to students before. All three of these services provide free counseling for students and are confidential. They all also offer both scheduled services for an individual who wants to have ongoing assistance with their mental health and on-demand crisis sessions. A handout was provided that explains some of the similarities and differences between the three services.

In terms of usage over the past year:

- The Counseling Center conducted 1,961 sessions, which provided services for 403 unique individuals.
- The Psychological Center conducted 688 counseling sessions and 164 assessment sessions. They provided services for about 164 individuals, and about two-thirds of those were students, They also provided services for faculty, staff, and community members.
- TimelyCare conducted 282 sessions, providing services for 83 unique individuals.

Health Services, which has been run by Murray Medical Associates since last October, provides medical services for students, faculty, and staff. Their services are not free for students, but they are very convenient, and they are also able to provide prescription services and medication management for mental health concerns, presenting another avenue for assistance with meeting mental health needs.

The Green Bandana Project was outlined as a component of the Quality Enhancement Plan (QEP), MSYou Matter: Racers Care, that focuses on mental health. This year, the Green Bandana Project is geared towards supporting students who are struggling with mental health. The goal is to increase awareness of resources on campus and encourage students to be aware of their own mental health, but also to notice when their friends, classmates, or others in their life are struggling, and help them know how to help those individuals by getting them connected with resources, if needed. As part of mental health efforts, those initiatives are based on the University mascot – Racer One – as follows:

- R for Recognize the signs that someone is struggling.
- A for Assist and ask questions and listen without judgment.
- C for Create an atmosphere of support and understanding.
- E for Encourage self-help and self-care.
- R to Refer to professional help, if appropriate.
- One is just a reminder that it only takes one person to make a difference. If just one person reaches out to say, "Hey, are you okay? Do you need help?" that can really have a huge impact on a student.

The focus is on prevention and trying to make it to where students do not even have to come to the Counseling Center, but they can just prevent some of those issues before they get to that point, as part of both the Green Bandana Project and the Mental Health First Aid courses. The benefits of self-care and how engaging in self-care activities regularly can help prevent mental health issues and help maintain overall well-being is important for students to understand. Some of the dimensions of wellness students are encouraged to focus on include:

- Intellectual wellness
- Emotional wellness
- Spiritual and Environmental wellness
- Financial and Occupational wellness
- Social and Physical wellness

Students must make it a priority in their schedule to take care of themselves and focus on their well-being in whatever ways are most important to them. With regard to the app that was rolled out, an increase in its usage is anticipated. Through efforts in the first four weeks of school, over 5,000 students download the app. Staff attended college meetings to make sure that faculty and staff were also aware of the app so they can inform students about it and direct them to access that resource should they need it.

Murray State is also proud of its Education Abroad program. Last year, approximately 236 students travelled abroad. Even more are expected to travel abroad this year because of the courses that MSU faculty are teaching – cybersecurity, engineering, and education courses that will be offered in the coming months. About 25 faculty and staff were involved in education abroad programs last year, and the same number is expected in the coming year, with some new partnerships included. Scholarships are a significant reason why numbers are constantly growing with students participating in these programs. Over \$250,000 was awarded to students for their education abroad programs last year, and that's in addition to what they might already receive for their financial aid package at Murray State. For first-generation students, in 2024, 18 first-generation, first-year students travelled to London for Spring Break. All 18 of those students are in their fifth semester at Murray State, and it is hoped they continue towards graduation. These students are holding down campus jobs and off-campus jobs. They are participating in student government, serving as Resident Advisors in the residential colleges, and excelling and thriving at Murray State.

Murray State also has a long-standing relationship as a founding member of COBEC, the Consortium for Belize Educational Cooperation, and hosted the summer conference in July. Seven different universities and colleges; Presidents and Deans from those educational

institutions; attendees from the Ministry of Education and the National Library, were on the Murray State campus for four days. Thankfully, the Calloway County Convention and Tourism Board got involved in their visit and took them on a tour around the lakes and allow them to eat local food and experience that environment. One quote received from the evaluations was, "I truly appreciate the values that Murray State represents. It's not just ones on their website or marketing images. It was a wonderful experience to witness what the University offers. It really does feel like a family atmosphere. The testimonial session at the conference provided me with reassurance, knowing that our students would have a supportive community to rely on while they're away from home." These students and leaders will go back to their home institutions and encourage other students to attend Murray State as part of the partnership agreement with COBEC. As part of this work, two institutions in Belize are building a cybersecurity program. When students complete the associate degree there, they are prepared to come to Murray State to finish their four-year degree.

Another initiative included three faculty and Vice President Robertson traveling to India to visit with one of the universities in that country. As a result of that visit, MSU developed a 2027 student program going to India. MSU faculty have offered an International Lecture Series and other faculty professional development opportunities, both online and in person.

All are proud of the success of the Office of Student Engagement and Success and are looking forward to seeing where that unit takes initiatives for first-generation student success. The office started with a yearly celebration to recognize first-gen students, scholarship recipients, and donors, and the 7th annual celebration will be held in November.

The University opened its First-Gen Thrive Lounge in fall 2023 for all students, but with a focus on honoring first-gen students. This represents a place for students to study, relax, and connect. An additional meeting space was reopened in fall 2024. All of that space was repurposed, including the furniture, so with very little cost involved the University was able to make this a welcoming space for students. Last August, Murray State University was recognized as a First-Gen Forward Network member institution. The MSU photo exhibit called The Faces of First-Gen was introduced and is housed in the Thrive Lounge. This initiative came about from students who went to London being asked to send in their picture to create an exhibit. Most submitted selfies – a reflection of today's generation. Now that these students have been featured, the goal is to expand the exhibit to include MSU first-gen faculty and staff members. A First-Gen Advisory Committee was also created in January. It is comprised of leadership on campus, faculty, staff members, and student representatives. This Committee is working to create initiatives that will enhance first-gen student experiences. On August 21, as part of Great Beginnings, for the first time an inaugural meet and greet for all first-gen faculty, staff, and students was held in an effort to help students feel connected to the campus community, their faculty, and each other, and the event was well attended.

On June 6, 2026, the University will hold its first First-Gen focused Racer Nation Orientation. Anyone will be able to attend, but specialized programming will be offered focused on first-gen students. First-gen students and their families have different questions, and an effort will be made to address those questions, and hopefully make these individuals feel more a part of campus and ready to tackle a college education. In collaboration with the Office of Development liaisons, staff are working to grow donations to help fund first-gen initiatives. It was indicated that the first-gen definition the institution uses is a student where neither parent graduated with a four-year degree. In terms of how Murray State's 44% of first-generation students compares to our peers in the region, the example was given of another university's percentage being about 25%. Murray State is in rural Western Kentucky, and it is known that contributes to the higher percentage.

Regent Wilson added that Residential Life and Housing are an important part of student success as well. On August 13 – 16, that unit coordinated moving 2,739 kids on campus and also assists with retention. Appreciation was expressed to his Associate and Assistant Directors who oversee the program. Residence Life and Housing employs between 150 and 200 students over two semesters to work in the residence halls, playing another large role on campus. These individuals ensured a smooth move in and that can only be attributed to the staff and the students at work on demand and by the partners across campus who participate.

Academic Affairs

Provost Todd; Associate Provost Fister; and Dr. Lori Roe, Director of Accreditation and Academic Programs who recently took over the role of institutional Accreditation Liaison to the Southern Association of Colleges and Schools Commission on Colleges, presented highlights and updates relative to Academic Affairs.

Regional Campus Updates

Murray State University's regional campuses are listed below:

- *Paducah Regional Campus*
- *Hopkinsville Regional Campus*
- *Madisonville Regional Campus*
- *Henderson Regional Campus*
- Ft. Campbell

Information provided included the programs available on each of the regional campuses, the associated enrollment, and how it has grown over the past five years and represents a positive trajectory. In Paducah, there is the Occupational Therapy program with a full cohort, the Paducah Academy for Nonprofit Development and Leadership, and the regional campus building is heavily utilized by the community. There are 75 academic programs available in-person, online, or through hybrid delivery – 17 undergraduate, 31 graduate, and 27 certificate/endorsement options. In Hopkinsville, a new agreement was signed with Hopkinsville Community College and Murray State University to share a position. A new dual-credit partnership has been established with Christian County High School and a robust Dual Credit program has been established. There is also the Hopkinsville Academy for Nonprofit Development and Leadership. There are 74 academic programs available in-person, online, or through hybrid delivery – 17 undergraduate, 30 graduate, and 27 certificate/endorsement options. In Henderson, a new Electromechanical Engineering Technology 2+2 program has been established and there is an Alpha Gamma Epsilon Chapter. There are 75 academic programs available in-person, online, or through hybrid delivery – 18 undergraduate, 30 graduate, and 27 certificate/endorsement options. In Madisonville, there is the new Electromechanical Engineering Technology 2+2 program that started last year. Fall 2024 had the largest cohort of Social Work students in ten years, and the Doctor of Nursing Practice program is offered in this area. There are 75 academic programs available in-person, online, or through hybrid delivery – 18 undergraduate, 30 graduate, and 27 certificate/endorsement options.

Enrollment at Fort Campbell only reflects those with zip codes in the Fort Campbell area, but many students taking classes at the Fort Campbell campus live off-base or in Hopkinsville in order to be able to complete their coursework. There is also heavy competition close by. The University's academic focus in this area is short-term credentialing as transitioning soldiers are the primary audience. Emergency Medical Tech, Cybersecurity, and Logistics and Supply Chain Management certificates are key to this population. The University is also invited to participate in weekly recruitment at Newcomer's Briefings offered on-base. Murray State is always present at this event. Each of the regional campus Directors does an excellent job and are active in these respective communities.

Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) Update and Board of Regents Evaluation Update

Director Roe recently took over the role of institutional Accreditation Liaison from Senior Associate Provost Pervine and will serve as the University's primary contact for the Southern Association of Colleges and Schools Commission on Colleges relative to the University's initiatives.

SACSCOC recently named a new President – Steven Pruitt. Dr. Pruitt has a great deal of experience leading educational agencies, including serving as Commissioner of Innovation in Kentucky for a few years, and, more recently, as President of the Southern Regional Education Board. The next significant initiative the University will be pursuing is securing Doctorate of Veterinary Medicine approval. Director Roe is working with Senior Associate Provost Pervine on the proposal to be submitted in this regard, and it will likely be submitted next spring after

Murray State receives approval for the Doctorate of Veterinary Medicine program from the Council on Postsecondary Education. The University's reaffirmation last year was very successful and the next SACSCOC review of institutional accreditation will be in 2030. In spring 2030, Murray State will need to participate in the interim review process. That process will be virtually but the University will be required to submit a significant compliance documentation report, and then it will be reviewed off-site.

Director Roe indicated that with regard to Board of Regents' self-evaluations, many on this Board have participated in this process before. The Board conducts its own regular self-evaluations and an effort is made to accomplish this every year, if feasible. This fall, each member of the Board will be asked to complete the Self-Evaluation Survey. Director Roe will compile those results and present them back to the Board as a whole in the spring. The self-evaluation utilizes an anonymous survey that is completed online. Secretary Hunt will send the Board a link to complete the survey once she has it and Director Roe will coordinate with her in this regard.

Quality Enhancement Plan Update

Dr. Roe provided an update on the Quality Enhancement Plan (QEP) which is a requirement of SACSCOC accreditation. The QEP is a focused, multi-year project to improve student learning and student success. The University is currently in the second year of the QEP named MSYou Matter. This plan focuses on improving students' mental and emotional well-being and health, in the realm of overall well-being and health. Dr. Jamie Rogers, Professor and Director of the School of Engineering; and Dr. Alex Schultz, Professor, Hutson School of Agriculture, have done a great job leading this project. Dr. Jana Hackathorn, Chair, Department of Psychology, is contributing her expertise to conduct assessments, which is significant in terms of guiding the programming moving forward to determine what is working and what is not. The Green Bandana project represented a significant component of the current QEP and the individual leading that effort also serves as a QEP Advisor and is helping implement several of the identified projects.

Key highlights of the Quality Enhancement Plan include:

- Expanded Mental Health Resources on campus, primarily by partnering with TimelyCare, so students have access around-the-clock to remote mental health services.
- There has also been significant effort to promote resources available on campus so students are more aware of those tools. This information is provided to faculty so they can also promote the information to students. This includes counseling services offered by the University Counseling Center and the Psychological Center, but also resources available on campus for students to get acclimated, to adjust to college life, to learn the skills they need to succeed in college, and succeed after college – units such as the Center for Student Engagement and Success and the Office of Student Enrichment, Academic Excellence, and Leadership. These resources are also promoted through signage, campus emails, and announcements posted across campus.
- Programming in the residential facilities also focused on mental health this year as part of the QEP.
- Another significant component of the QEP are mini-grants. Last year and this year, mini-grants are available for faculty projects aimed at improving students' mental and emotional health, but also overall health. Last year, 41 mini-grants were funded between the fall and spring. These represented creative projects that helped engage students in college life and assist with building community relationships. The mini-grants last year directly impacted over 1,200 students, and another round of awards will be provided this fall, with the call for proposals going out soon.

Academic Program Review Update

Associate Provost Fister provided a report to the Board with regard to Academic Program Review that is continually undertaken. This represents both a quantitative and a qualitative review process. What is being presented today is the quantitative process. There is an evaluation portion, evaluating minors, and evaluating graduate programs. At the federal and state levels many laws have been passed utilizing a top-down model. The University is doing its best to ensure it is ready for what it will need to provide to students.

For the undergraduate review, this is based on similar concepts with performance funding based on a three- year average of major area or head count (enrollment), degrees awarded, and retention (first to second year retention during the program). A determination had to be made in terms of whether only general education courses were counted or all undergraduate hours. This approach was not fair for a department that does not have a lot of general education courses. There are certain departments – like art and music – that Dr. Fister had to learn how students are counted by their accrediting agency. A scoring system of zero, one, or two is utilized for each metric and was developed using the University’s own data from the previous five years. Examples of calculations in each of the metrics utilized were provided and the computation process was outlined in detail. This information is then provided to every academic area, department, and college. An effort is made to provide this quantitative information in January so these areas can make decisions with regard to whether they want to utilize the ability to write a qualitative component to support continuation of the program which is submitted through the Provost’s Office and the Academic Council. This work is not fun and not everyone agrees it needs to be done. It is difficult to review programs that do not have stellar enrollment and this is why the qualitative component of this work is essential.

As part of academic program review, a minor is reviewed if it has fewer than five students averaged over a three-year period. Graduate programs review is only based on enrollment and degrees averaged over three years and eight years, with the better numbers used. Those programs receiving a zero or one in this regard have been asked to submit justification for why that program should continue to be offered at Murray State, including how it is needed by other programs. The numbers do not tell the full story and that is why the qualitative aspect of this work is crucial. It is important to undertake this review in Academic Affairs, especially as new programs are considered. Resources currently being utilized for programs students have indicated are no longer needed through their lack of enrollment in those programs, can be invested in new programs the students do need and want. A listing of program changes in the 2025-26 Academic Bulletin was also provided for Board review.

Performance Funding

Associate Provost Fister reported that performance funding in general is split between Student Success (40%), Student Credit Hour Production (30%), and Operations Support (30%). The first 70% is really about students and the last 30 percent represents operating money. In the last three years, the entire state of Kentucky received from \$97 million up to \$115 million from the Legislature. This means the four-year public universities, plus the Kentucky Community and Technical College System and the research universities, received \$115 million. On average, the four-year publics receive 78% of this funding through the current Performance Funding Model. The model has changed over time and it might change again as this work continues. The Student Success component includes:

- Bachelor's degrees
- STEM+H
- First-gen bachelor's degrees
- Low income
- Progression (30, 60, 90 credit hours)

The Performance Funding Model is based on a three-year rolling average of data. All of the public universities are in the same cohort cycle. When this funding is averaged among the larger enrollment universities, the smaller institutions get lost, because the model is based on volume. The progression component of the model is based on a 30, 60, and 90-credit hour progression. The University did well last year in terms of progression to 30 and to 90 credit hours but needs more work in terms of the 60-credit hour progression. This means the University is successful in student earning 30 credit hours in their first year, but it is a challenge moving them forward to the 60-credit hour mark. Discussions are currently underway with Enrollment Management in regards to 60-credit hour progression and where progress could be made. Confirmation was provided that dual credit students are included in this model. These high school students, on average, entered Murray State University with 20.5 viable hours and this represents an increase over last year and it is also an increase in the percentage of students entering with dual credit. The next component is Student Credit Hour Production. Kentucky adult learners are counted twice in student credit hour production. If someone is 25 to 64 years old and wants to take a class, Murray State would be glad to have them. As a Kentucky resident, they are counted twice

in the model if they take the course for a grade. Graduate and undergraduate credit hours are weighted by discipline and non-resident credit hours are three-fourths the weight of credits earned by resident students.

The Operations Support component is based on academic facilities square feet (10%), direct instruction and student services cost (10%), and fall Full-Time Equivalent (FTE) student enrollment (10%). The University does well with FTE Student Enrollment compared to others. The question is about academic square feet at the federal level, and if that is taken out, it is unknown what might be put in its place.

Performance funding metrics were provided, along with the weighted averages, and illustrate that the regional comprehensives universities are treated differently. One of the big differences is with regards to low-income bachelor's degrees. With this population, and to equate it to a basketball analogy and playing within the three-point line, every time the four-year publics shoot they get one point and every time the research universities shoot they get 2.35 points, making it impossible for the four-year institutions to catch up on this metric.

Appreciation was expressed to all faculty, staff, students, and administrators from last year to this year, because Murray State was able to increase its performance funding dollars. There was an increase in the total amount of money given, but Murray State got more than it did last year and increased from \$4.7 million to \$5.6 million received in performance funding dollars. The graphic provided also illustrates where the majority of the performance funding dollars go. Two institutions did not receive any performance funding dollars this year and there is a push to help those schools. Dr. Patterson reported that the University Presidents met about three weeks ago to have this discussion. There have been some conversations in Frankfort to infuse a certain dollar amount to help so that there is guaranteed money for Kentucky State University and Morehead State University, but also added to the other regional publics as well. The Presidents are convening again this upcoming week to continue to have a conversation and dialogue about that model. The fear for the regional publics is there might be short-term gain but also long-term pain. For this reason, all must be careful in terms of how the model is adjusted to accommodate the regional publics and whether it causes issues with the legislation within the current performance funding metric model down the road. Associate Provost Fister and Senior Vice President Dudley are preparing President Patterson well to have those conversations and provide him with the talking points needed to advocate and champion for Murray State University's piece of the pie, but more importantly, so that performance funding dollars are spread out more equally. Confirmation was provided that one avenue of thought is that, even though the model is not where Murray State would like it to be, it might be best in the short-term to not tinker with it much but wait until a later date and this was one point that was discussed among the Presidents. At the same time, it is hard to walk away from a potential infusion of dollars and a balance must be determined. Associate Provost Fister has run two models that would be beneficial for all involved if there was a willingness to move away from the weighted portion of the model. Murray State provided a recommendation to the CPE which was shared among the Presidents. The recommendation changes the amount that certain schools can get and will require further discussion. The Board will receive updates as they become available. The argument that is made is that there are not a lot of graduate students in this model but Associate Provost Fister would argue that graduate students are included in the credit hours reported. The regional publics currently do not get credit for dual credit enrollment. The question has been raised whether adding dual credit students to the model would level the playing field and scenarios in this regard are being investigated.

Provost Todd reported that Murray State has made a concerted effort to go after adult learners who have 60 credit hours or more but stopped out. As a result, there was a 25% increase two years ago.

He and Regent Khatib recently had a chance to spend some time together. Murray State students are fortunate to have the Provost and Vice President for Academic Affairs and the Vice President for Students and Enrollment Management areas working very closely together for decades. This collaboration also leads to greater student success. Regent Owens added that Dan Lavit, Executive Director of the Center for Adult and Regional Education, and Karami Underwood, Director of the *Paducah Regional Campus* do a great job promoting the University in Paducah and the numbers on that campus are on an upward trajectory. Regent Belcher also recognized

Heather Roy who is serving as the Director of the *Hopkinsville Regional Campus* and the *Henderson Regional Campus*.

Finance and Administrative Services

Information Security Report in Compliance with Gramm-Leach-Bliley Act (GLBA) Update

Senior Vice President Dudley reported that in order to remain in compliance with the Gramm-Leach-Bliley Act cybersecurity requirements, an annual information security update must be provided to the Board. Topics covered include policy changes, risk assessment, incidents (employee impersonation), support verification process, duo verified push, employee phishing training, and penetration testing.

Information Security Update

Chief Information Officer Brian Purcell and Information Security Officer Duane Dycus provided an update which contained the following highlights:

- Information Systems and the Information Technology Advisory Committee brought forth minor changes to several technology policies. Three new technology policies were also introduced: Access Control Policy, Information Security Awareness Training Policy, and Workstation Privileges Policy and were outlined accordingly. Information Technology was already doing what was needed in regard to access control procedures but a formal policy needed to be put in place.
- Multi-factor authentication is also being provided for individuals who have access to sensitive data and access is being removed where necessary – such as when an employee leaves the University. The Information Awareness Training Policy states that all employees will participate in cybersecurity awareness training. There are custom-built campus courses that will be available to employees on a yearly basis. This also provides flexibility to customize the training as needed based on new threats that may develop and to address changes which may be happening in the field. The Workstation Privileges Policy details the type of access individuals should have on their desktop or laptop based on their job duties. This represents a security best practice for any organization.
- With regard to risk, an assessment is conducted annually where risk levels for cyberthreats are calculated based on likelihood and impact for each identified threat. What has changed from last year is that the likelihood for employee impersonation increased after numerous attempts in the past year to impersonate employees via the University's phone support system. Phishing emails and malware normally have a medium likelihood but can range anywhere from low to very high impact. Loss of the power grid is a risk with a low likelihood but the impact could be significant to the operation of the University. Also, of high risk to the University is loss of connectivity through the fiber pathways.
- The Risk Assessment showed that the loss of connectivity for just one individual building has a significant impact. Not having Wi-Fi and/or internet connectivity for just a short period of time can cause significant impact. The Board approved funding approximately three years ago for a fiber ring project which is currently in the third of eight phases to replace all of the fiber on campus. At the end of the process the University will have a full fiber ring around campus where a single fiber cut would not take out the core network or the buildings that have been identified as mission critical.
- In terms of loss of power/grid outage, there is a low probability and a low risk of the loss of power to the power grid occurring, but the impact if it did happen would be severe, which is why this topic is part of IT consideration. If systems and the network go down, the University would be down from an operational standpoint. Again, there is a low probability this could occur, but squirrels are a significant concern because it seems like every other day one is hitting a transformer. This year, the University is replacing its Uninterruptible Power Supply (UPS) which represents a project IT has only had to complete about every 20 years. The last replacement was in 2004 and this year IT is targeting November 23, the Sunday before Thanksgiving, when power will be down for most of the campus infrastructure. This will be inconvenient and apologies were offered accordingly, but it is something that is drastically needed due to its potential impact. Losing power to the Data Center and network connectivity can have a detrimental effect on campus and campus operations. Everything Murray State does is dependent on the network and University systems. Due to its age, it is essential that the UPS be replaced.
- New types of incidents Information Technology has been seeing include Service Desk staff receiving phone calls from individuals pretending to be Murray State employees. These individuals indicate they are locked out of the system and need help resetting their password. They are also indicating they changed their cell phone number and need to update that in the system as well. If those changes are erroneously made, the individual could fully take over an entire account. In many cases these individuals are prepared and have done their research and know what department employees are in, who they work for, and can provide correct answers to verification questions such as date of birth, address and, in many cases, social security number. Once these individuals request a password reset and a phone number change in Duo, they are able to access an employee's account. As multi-

authentication systems have been put into place and staff have become more aware, these bad actors are having to resort to trying to trick the Service Desk staff in order to gain access to employee accounts. Service Desk personnel have a stressful job in that they must be helpful but they also have to follow established verification procedures. Phone number changes in the future will require a photo ID or permission from a supervisor or academic adviser. Confirmation was provided that nationally there has been an increase in the number of artificial intelligence attacks and plans are being made accordingly because it is only a matter of time before this begins at Murray State.

- New risks include Artificial Intelligence threats which is the only new risk that has been added to the Information Systems risk assessment for this year. The impact of AI threats is unknown, but IT staff are aware they are coming, although they don't quite know what the impact will be or how frequently these types of events will occur. Everyone is familiar with artificial intelligence and its impact on higher education academically, but what is being considered as part of the risk assessment is threats operationally from a cybersecurity standpoint.
- Examples of the social engineering element include fake videos and voice cloning which are known as deep threats. If an individual can masquerade as someone else and make it look legitimate, or make that person sound legitimate on the phone, they could probably convince someone to take action on their behalf.
- There is also user behavior risk. Many like using Artificial Intelligence tools and they trust the technology – while they probably shouldn't trust it just yet. Information Technology reminds individuals not to enter sensitive data into these platforms. Until IT staff have a better handle on how AI technology is going to function, policies have been outlined to guide the University to the right progression in this regard. Employees should not trust without verification and should never enter sensitive data where it should not be. Unfortunately, this represents a new mechanism that people can fall for and potentially become victims.
- In terms of sophisticated AI-assisted attacks, tools will eventually be able to help IT identify threats that may be occurring. Now that the University uses this as a tool, so do the hacker groups that will be targeting sensitive data. In the future it is going to be much more difficult to combat AI-assisted attacks without using some of the systems in place.
- With regard to email Security, IT is implementing several security enhancements within Gmail. The University's security team of three and a half individuals is working night and day, even on the weekends. If a phishing attempt comes in and is reported, staff respond to it immediately and have an entire playbook they run, things they can do to try and make sure the situation is being handled to eliminate the threat, remove those emails out of inboxes, and also alert those individuals about this threat, about the email they received. There are some new integrations within Gmail that are going to help IT do this faster, respond quicker, so there is less account takeover happening.
- The University is also investing in an email security solution. A Request for Proposals is out to try and identify a company or product that will be more proactive and advanced to go on top of what Google already provides for spam filtering. These types of systems know what is normal in terms of emails being sent and received versus what is a threat. All are looking forward to getting that piece in place to try and help combat this threat. Email is still the number one way that the bad guys will try to start a breach. They have found the easiest way to get usernames and passwords is to just ask for them. They do not have to try to hack passwords or use brute force to get this information – they just ask for it in a clever way.
- Appreciation was expressed to the security team. These individuals have worked so many hours after normal working hours because that is when these attacks occur. The bad guys know that after 4:30 p.m. when they think everybody is off the clock is the best time to start doing a lot of these things. The bad actors are also targeting students a lot more this year, a significant increase from past semesters. At the beginning of the fall semester, it is known that the University always sees a spike in the amount of phishing emails that come in and target students. A lot of these are job scams with a great deal and the ability to work from home if the individual simply does 'x'. Unfortunately, some of these scams are very good and students are falling for them. Some students have actually lost money. The security team has done a tremendous job ensuring that they are monitoring incoming threats and coordinating efforts to determine who is watching the system. Unfortunately, they have had to do so much more this year which can mainly be attributed to artificial intelligence. It helps in terms of what we do in our lives, regardless of the facet of work one is in, but it is also making the bad guys' job easier, making social engineering scams easier to do, making them much more effective, and they have figured out how to get to students in their dorm room. It is ironic that email is one of the oldest technologies that is still in use today, and has been used over the last 20 years. Most of the technology that was used from 20 years ago is no longer being used but email has remained as the main communication method. The Gmail security enhancements are great and hopefully staff will never know they received the scam email. It is hoped this will drastically increase Information Technology's ability to protect students, faculty, and staff from these attacks.
- In terms of the University's policy when someone retires or stops pursuing a degree, a lot of discussion occurs about account durations and how long individuals are allowed to keep their accounts. As an individual retires from the University, email is one of the technology access benefits that they retain as a benefit. One thing that has changed in the last few years is that IT now checks with these individuals once a year via an email sent to all retirees to determine whether they are still active and want to retain access to email through Murray State. Only those employees that respond get to keep

their email addresses and the others are automatically eliminated from the system. Students are allowed to keep their email address for two years past their last contact with the University. If they sign up for classes but then stop out, these individuals have two years to remain on the University's email system. After two years, their email will be turned off as will access to everything else. Some components of access are turned off much quicker, such as access to wireless capabilities and computers on campus. Email is retained the longest and for retirees, they get to keep their email forever as long as they respond to the email they receive every year. A retiree who falls for phishing is just as much of a risk to the University as the newest freshman, just at a different level for a bad actor trying to gain access. These bad actors are after the users' password. The University, whether it be a blessing or curse, has single sign-on. There is one username and password that gets employees into MyGate, their email, and all University systems they have access to. If the bad guys get a person's email password, and the employee is still active at the University, then the intruders have access to everything the employee, student, or retiree has access to. Retirees represent a slightly less risk because they do not really have access to anything other than email. For a stopped-out student, they will still have access to some things, but not as much as if they were an active student. An email account is not just an email account, legally, from a cost and licensing perspective, because there are security costs that are involved, assuming everyone is treated fairly, and this is a point of discussion.

- Efforts are ramping up with regard to Sensitive Data Scanning because it can represent a breach and is particularly common in network storage locations where a lot of this data is kept. A number of departments must have sensitive data on individuals in order to function, but sensitive data scanning helps by reducing risk in the event of a breach. IT works with departments that have access to sensitive data to see if it can be stored in another location or at least redact the sensitive information. If a spreadsheet was created ten years ago, IT staff are asking whether the document is still needed and if it can be deleted. If the department must maintain the spreadsheet, a determination is made in terms of what security controls are needed, including encryption options. The future roadmap, which is now getting some preliminary implementations and testing, is to apply this same scanning to Google Drive or any other cloud storage option at the University. People use these tools because they are convenient, especially when a form can be sent out asking people for information. Doing this means there is sensitive data housed in those platforms, and IT must start looking at those as well to identify large pockets of sensitive data which may exist on campus. Remediating large pockets of sensitive data in cloud storage and on the Google drive is work which must be undertaken, as is implementing controls to prevent inadvertent sharing of encrypted sensitive data.
- Duo Verified Push that was discussed with the Board last year has been implemented and it has been a big success for faculty and staff. Duo Security is what the University uses for multi-factor authentication. This is the step an individual takes after entering their password in order to log into University systems. Duo Verified Push presents users with a number on the screen that they have to enter in the app on their cell phone. It is an extra step that helps prevent what is called Multi-Factor Authentication (MFA) fatigue, which is where somebody has already gotten an individual's password through a phishing email. They may be able to log-in with the password but will now be asked to enter the three-digit code on the screen that is unique to the individual while logging in on that computer and the bad guys will not have access to this unique code. This is a very helpful type of defense and it has been good for faculty and staff. Next week IT will enable Duo Verified Push by default for all accounts, including students, with the goal of it becoming the default for all accounts as of September 2025. Duo Push has represented one of the easiest rollouts for faculty and staff in recent memory.
- When IT staff first introduced Duo Verified Push, a lot of people hated it, didn't want it, and they were confused about it. Duo Push was done through a phased rollout, department by department, to make sure IT had sufficient resources to respond to any issues. IT heard almost nothing about the rollout and it was seamless for most departments – very little pushback was received. IT staff are not anticipating significant pushback from the students either. Unfortunately, a lot of people are using text message codes and this is a problem because the bad guys know this and are asking for those codes and that number lives longer.
- In relation to Employee Cyber Security Awareness, phishing simulation emails have been sent to employees by Information Technology to see if they would fall for it. In previous years the target for Information Technology relative to phishing simulation emails and how many employees are fooled by those has been to get that percentage down below 5%. The University has improved from a 13% average in previous years to 7% last year when this same information was presented at the Retreat. This year, the response rate is only 2.5% which is positive. IT also did not make it easy for those individuals they sent the phishing email to but people are now paying more attention to this. IT staff try to make these phishing emails more convincing, more difficult to spot, and faculty and staff still produced way better results than any unit prior. This was pretty impressive, and all are pleased in this regard.
- The Canvas course employees are asked to complete has also helped in reducing the percentage of individuals responding to phishing emails. Unfortunately, the student population is still a concern and, as a result, IT has now rolled out a student security awareness course. The announcement went out via email recently and some students have already enrolled. Hopefully this will make a difference with the student population in terms of phishing emails. This year IT will also shift its priority to sending some of these training emails to students so they are able to identify simulated attacks. If they

fall for the attack, they are immediately sent to a training room that lets them know what happened. Because IT communicates with these individuals through email and they fall for these schemes, they do not even remember what they did. Having this information available immediately will hopefully make them more aware about those types of attacks. Students cannot imagine anything like this happening to them so they just trust it because they think it is the University reaching out to them and that is a problem. Numbers in this regard will be presented to the Board next year. This training and education will remain important throughout their lives in terms of being aware of how to protect themselves while they are online and how to resist these types of attacks. The training developed for faculty and staff was modified for students, and confirmation was provided that it is not for credit.

- Chair Fitch reported that when he first became a Regent, IT staff were nervous about information getting breached, for thousands and thousands of people and now it seems as though they are not as worried. Confirmation was provided that IT staff are always nervous and that is why the sensitive data finding exercise is being undertaken. Over the past several years consideration has been given to those locations where social security numbers are housed and over the history of the University, this number is staggering. Efforts over the past few years have consistently been undertaken to determine where these pockets of sensitive information exist and a determination made on whether that unit really needs access to this information in an effort to try to reduce the attack surface, or the number of social security numbers that the University has, and all the ways they are stored. This number has now been reduced significantly and efforts to reduce the risk have really brought the amount of data that is stored out there way down. It is less of a concern because there is less data available, but a breach can still have a very big impact, both financially and reputationally, on the University. Everybody says it is a matter of when, not if, so the best thing the University can do is try to make sure that when it happens, the potential impact has been lowered as much as possible.
- If the bad guys do breach the system, the University is employing efforts to minimize how long they stay in the system, preventing them from moving laterally, and limiting how much data they can access. A company was hired to do a penetration test where they attempted a break-in like they were the bad guys. University staff knew they would be able to get into the system but the question was whether they were going to get in without staff knowing. And the answer is no, they did not. They were even given a head start because the University was paying money for this exercise. In essence, the company broke the glass but IT staff heard them and were waiting for them. It was reported that all would be surprised at the number of emails they never see – that is one of the functionalities that Chief Security Officer Dycus is responsible for – if someone gets a phishing email and IT staff identify it as phishing and they know for a fact that it is not a legitimate email – they go in and delete it before the recipient even sees it. There are literally thousands of these emails per week. Regent Khatib thanked IT staff for being so quick in making students aware when they receive a phishing email.
- Unfortunately, these bad actors are now communicating with the students via text message so the University cannot track what they are doing or what students are saying back to them. At that point, it is out of the University's hands, so it is up to this training to try to make people aware. The University will never ask for a users' password or Duo code in a text message. It may appear as though it is from Murray State if the text comes from MSU IT, which is why individuals fall for it. IT staff will continue to promote the message that this information will never be requested via text.

2024-25 Staff Perspective Survey Update

Staff Regent Wilson introduced Talent Search Director and Staff Congress President Audrey Neal, Digital Media Manager and Vice President of Staff Congress Jeremy McKeel, and Network Operations Manager and Staff Congress Treasurer B.J. Johnson. These individuals will present the results of the 2024-25 Staff Perspective Survey. It should be noted that Staff Congress officers do a lot of work outside of their regular duties and for no compensation.

President Neal expressed appreciation to the Board for the opportunity to present the data being shared today. Appreciation was also expressed to the membership of Staff Congress for what they do to represent staff and Director of Institutional Research Dedrick Brooks who runs the Staff Survey Committee. There are several members of the Committee, but this represents a year-long process. It requires reviewing questions from the previous year, deciding if adjustments are needed, and getting the survey out. Then, as the results come in, aggregating those, and disaggregating all that data. The members of this Staff Congress committee and other members read through every single response and developed recommendations that are then presented to the Executive Committee. These recommendations are then submitted before the full Staff Congress to decide what priorities should be for the upcoming year. Everything that these individuals do as members of Staff Congress is driven by the feedback primarily received from the Staff Survey.

Staff Congress is also working to build in as many additional avenues to receive feedback as possible. Director Brooks and his committee have started doing smaller, quarterly questionnaires,

with two or three targeted questions. Staff Congress is conducting more listening sessions and are also building constituency groups so every Staff Congress member now has a particular number of staff members they communicate with regularly. This represents one-to-one communication with every staff member on campus. There are a lot of other initiatives Staff Congress has been doing behind the scenes, but the survey results included in the eBoard book represent the primary information that is available. Board members have also been provided with the annual report which includes not only highlights from the survey but what Staff Congress has done as a whole for the entire year, including activities directed by staff, ways Staff Congress is communicating with staff and what they are saying.

Highlights from the 2024-25 Staff Congress Survey include the following:

- Last year 321 staff members completed the survey, a little under half of the staff members on campus. What is emerging from the Staff Survey is essentially what staff have been saying for the past five years – the same key topics and issues keep arising. For this reason, those topics are the same things the Staff Congress as a whole is working toward. All recognize that there has been some progress but there is still room for growth.
- One of the encouraging areas was relative to communication and representation. About eight out of ten respondents said that they received timely communication from Staff Congress. About two-thirds feel they are adequately represented by Staff Congress and the Staff Regent. This is an improvement over recent years. Some previous staff responses looked disconnected or these individuals were unsure of how they were represented. At the same time, staff comments this year again called for simpler summaries of Board and administrative decisions, timely updates, and greater visibility of leaders across campus. These results tie into the Staff Congress goal of strengthening communication and access, and a number of initiatives in that regard are being implemented, including providing more consistent updates, clearer meeting summaries, and additional listening sessions across campus to make sure that staff voices are being heard.
- When it comes to morale and work environment, it is more of a mixed bag. Many employees praised their direct supervisors for strong communication, support, and advocacy and that is something the University can build upon as a strength. There were also some concerns such as limited opportunities for advancement, high turnover, and the need for more flexible work arrangements. These same issues have appeared in the online survey responses dating back to 2020 – a repeating pattern that is often tied to there being staff shortages, vacancies that have gone unfilled, or duties added without compensation – with staff feeling stretched. A lot of these concerns will align with the Staff Congress goal of improving morale and retention. Recognizing staff for their contributions and putting policies in place that support balance and sustainability, will help in terms of progress in this regard.
- It is no surprise that the compensation domain is one of the most pressing concerns among staff. 96% of respondents believe that the University should provide an annual cost-of-living adjustment. Staff comments frequently noted that pay has not kept pace with inflation, the workload, or peer institutions. The rising cost for insurance and parking were also cited as concerns. This is not new; every survey since 2020 has identified compensation as the top concern. That consistency shows that while staff are committed to their work, there is a long-standing frustration about falling behind financially.
- Staff also made suggestions about non-monetary incentives, such as recognition programs and more flexibility, in the belief that that could help with morale and retention. This connects directly with the Staff Congress goal of supporting fair and competitive compensation and benefits. These concerns are real and meaningful steps, both financial and non-financial, could demonstrate that staff are valued.
- Looking ahead, new leadership here at Murray State in several key positions means a lot of the staff are seeing this as an opportunity. It would be wise for these individuals to look back to a few of the core things that staff are looking for: transparency, consistency, and inclusion in the decision-making processes. Everyone wants to know that their contributions matter and that they are being heard. Over the five-year lifespan of the Staff Survey, a recurring theme of staff wanting to be engaged as partners has emerged. They do not want to just be managed, but they want to be involved as well. The transition in leadership offers a natural progression and a moment to respond to the call to action for staff voices to be heard. Staff are ready to partner with the new leadership in moving forward to find constructive solutions and to help build the campus culture and values that are essential to student success.
- For the upcoming year, Staff Congress will continue gathering staff input in as many ways as possible. Listening sessions and quarterly surveys are being planned. Staff Congress key goals will primarily focus on improving communication, continuing to receive feedback, looking for ways to make improvements to benefits and compensation, and things along those lines. Staff Congress will employ efforts geared toward doing a better job of supporting new staff as they are coming into the University and onboarding, while offering that same support to current and continuing employees.
- Every member of Staff Congress also serves as a member of about three different committees, whether a Staff Congress Committee or a university-wide committee. A lot of work being undertaken involves reviewing what currently exists. Staff Congress does peer institution review to identify what is happening at other institutions, not just in the state but in the region, that track with Murray State in terms of size and other similar metrics. Staff Congress is doing its research and homework before

approaching anyone with suggestions. Data must be available to back up the decisions Staff Congress is choosing to support.

- The Staff Survey responses represent only half of the staff voices on campus. There could be any number of reasons the other half did not respond and efforts will be made to reach out to those individuals as well. Staff Congress is committed to working to improve the Murray State experience for staff. They are the foundation to so many departments and units on campus. Staff help promote student success and provide student support in so many ways. They are the first faces that students see on campus in many different locations. Working to improve the staff working environment will translate into improving the student experience as well.
- Staff Congress looks forward to working with the new leadership and having conversations with the members of the Board of Regents. Appreciation was expressed to Chair Fitch for reaching out to Staff Congress President Neal directly via email. This is the first time since she has been contacted by a Board member to provide assurance the results were shared and he read every response. He also provided his perspective on the survey responses and this was very much appreciated.
- Confirmation was provided that Staff Congress has reached out to those who did not complete the survey to ascertain why and there was a high response rate for things like anonymity. Even though the survey is anonymous, some individuals think if the process is done on the computer they can be tracked. In order to address this, physical copies of the Staff Survey were printed and left in locations where people could fill them out and return to Staff Congress. Chair Fitch asked if 100% of staff had completed the survey whether the result would be the same. President Neal indicated she believes this to be the case. The basic Bell Curve supports that notion as well. Several individuals also mentioned earlier about a fear of retaliation, but that would be the case in any kind of work environment. All are working to ensure employees know this process is anonymous. Even when listening sessions are conducted, those are being done on Zoom, but Staff Congress is using the Mentimeter app, which allows participants to comment anonymously to questions provided. Even though President Neal has a list of people who are in the meeting, she cannot see what comments they are making. Again, this is being done in an effort to help ensure people feel like they can say what they need to say and share those concerns. There is also an anonymous comment box form on the Staff Congress website, and comments can be shared there. If staff want to meet with a Staff Congress member, they are encouraged to leave their contact information, because there is only so much one can do when comments are anonymous. They are also asked to be specific. To say, “issues are happening in a department,” does not provide the information needed for Staff Congress to track the situation any further than the fact that somebody brought that issue up. There is some level of fear of retaliation on this campus at times. If Staff Congress does not know where issues are occurring, it is challenging to help find a solution.
- Staff Congress has worked with Human Resources to offer more supervisor training relative not only to logistics but how to supervise and being able to connect with empathy and compassion. Staff Congress has also worked with Human Resources to offer welcome packets for new employees so they are aware of the work this body undertakes. If employees want to know how to get involved and are willing to leave contact information, those details can be provided.
- Finally, compensation was again an issue that was raised. No one is denying the compensation study undertaken by Evergreen Solutions and know it involved a lot of work and is in Phase II. Staff appreciate this aspect but agree there is still more work to be done so the University can keep improving, growing, and providing opportunities for staff to have the kind of work experience and community they want to have in order to be successful at Murray State.

Other Business/Adjournment

Board members were reminded about dinner tonight at Oakhurst at 5:30 p.m.

Chair Fitch indicated there being no further discussion, he would entertain a motion to adjourn. Regent Wilson so moved, seconded by Regent Owens, and the motion carried. Adjournment was at 2 p.m.



Jill Hunt
Secretary – Board of Regents



Robbie Fitch
Chair – Board of Regents

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