

**Minutes of the Board of Regents Annual Retreat  
Murray State University  
September 12, 2024**

**Call to Order**

The Murray State University (MSU) Board of Regents (BOR) met for their annual Retreat on Thursday, September 12, 2024, in Heritage Hall – Hall of Benefactors – on the Murray State University campus. Chair Leon Owens called the meeting to order at 9:37 a.m. and welcomed those joining the meeting in person and via Livestream. Secretary Hunt called the roll and the following Regents were present: Virginia Gray, Brendan Hawkins, David Meinschein, G. L. Ovey, Leon Owens, Matt Price, Melony Shemberger, Tom Waldrop and David Wilson. Absent: Vice Chair Robbie Fitch and Regent Emily Roark.

Also present were President Robert L (Bob) Jackson; 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; Assistant Vice President, Finance Wendy Cain; Senior Associate Provost Bob Pervine; Associate Provost Renee Fister; Assistant Provost and Director of Online Learning Ashley Ireland; Assistant Vice President for Enrollment Management Roslyn White; General Counsel Rob Miller; Executive Director of Advancement Tina Bernot; Executive Director of Marketing and Communication Shawn Touney; Executive Director for Institutional Diversity, Equity and Access (IDEA)/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 Owens welcomed the newest member of the Board – Student Regent and Student Government Association President Brendan Hawkins – and indicated all look forward to working with him. The Board is also proud to have Regent Virginia Gray in attendance. Both received a round of applause. Chair Owens reported that the Retreat will include reports on statutory requirements and compliance-related items, academic accomplishments, capital projects and enrollment updates and all look forward to the presentations from various units across campus.

**AGENDA**

**Call to Order**

**Chair Leon Owens**

**Welcome and Agenda Review**

**Chair Leon Owens**

**Report of the President**

**President Bob Jackson**

**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 2024-25
  - 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)
  - Annual Notification
  - FERPA Guide for Faculty, Staff and Student Employees

- e. Office of Institutional Diversity, Equity and Access      **IDEA Exec. Dir. Cami Duffy**  
(IDEA) and Title IX Overview
  - Nondiscrimination and Title IX – Federal Civil Right Law and Council on Postsecondary Education (CPE) Diversity Plan
  - Violence Against Women Act (VAWA) Reporting and Resources Brochure
  - Campus Resources

#### **President’s Office**

**President Bob Jackson**

- a. Delegation of Authority Overview
  - o Current Delegation of Authority (August 2023)
- b. 2020 – 2025 Strategic Plan
- c. University Advancement Update
- d. Racer Athletics
  - 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 & Enroll.  
Mgt. Don Robertson/Asst. VP  
for Enroll. Mgt. Roslyn White**

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

#### **Academic Affairs**

**Provost Tim Todd**

- a. Southern Association of Colleges and Schools Commission on Colleges (SACSCOC)  
Accreditation Update
- b. Quality Enhancement Plan Update
- c. Regional Campuses Updates
  - *Paducah Regional Campus*
  - *Hopkinsville Regional Campus*
  - *Madisonville Regional Campus*
  - *Henderson Regional Campus*
  - Ft. Campbell
- d. Academic Program Review Update
- e. Partnership with University of Louisville – School of Medicine Update
- f. 2020-25 Strategic Plan Key Metrics and Action Steps/Scorecard Update

#### **Break for Lunch (approx. 12 noon)**

#### **Reconvene (approx. 1 p.m.)**

#### **Finance and Administrative Services**

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

**IS Director Brian Purcell/Info.  
Security Officer Duane Dycus  
Dir. Fac. Mgt. Jason Youngblood**

#### **2023-24 Staff Perspective Survey Update**

**Chair Leon Owens**

#### **Other Business**

**Chair Leon Owens**

#### **Adjournment**

**Chair Leon Owens**

#### **Report of the President, received**

President Jackson provided an update with the following highlights:

- The University Presidents have been discussing the agenda for the next Legislative Session for public higher education institutions, including a legislative proposal to be sent to the Council on Postsecondary Education (CPE) and submitted to the Legislature. The Performance Funding Work Group (PFWG) is part of this work. Last year the PFWG submitted changes to the Performance Funding Model and those were implemented by the General Assembly. Work has started this year to review all components of the Performance Funding Model and recommend necessary changes. Substantial changes made during the last Legislative Session benefitted Murray State to the point where the University received the largest performance funding percentage increase of any of its colleagues – 53 percent. Murray State received approximately \$4.75 million from the performance

funding pool and the goal in the next cycle is to increase that amount even further. Key legislators serve on the Performance Funding Work Group, including Senator David Givens and House Education Committee Chair James Tipton and their work is very much appreciated.

- The Board will receive a report from the Enrollment Management area and this will include a presentation from EAB – one of Murray State’s advisors as it relates to recruiting, retention and enrollment. Appreciation was expressed to all recruiters, faculty, staff and students for helping ensure another good recruitment and retention year.
- All universities are entering their second year addressing issues with the Free Application for Federal Student Aid (FAFSA). FAFSA completion in Kentucky is down 10-15 percent and the universities have been notified that the application process will not be open by October 1 and it could be December 1 or later before it is available. More must be done as a country in regard to the FAFSA. Murray State is doing its part relative to offering sessions to help families complete the FAFSA application, getting the message out and meeting with prospective students. MSU requires all students to complete the FAFSA in order to receive any type of scholarship or financial aid. This makes the issue even more critical for Murray State than for a University that does not require FAFSA completion.
- Another significant headwind the University faces is the college-going pool which is getting smaller. Not only is the pool getting smaller but college-going rates are declining. The college-going rate for Kentucky is 45-46 percent and has declined most years. The college-going rate was above 50 percent just a few short years ago. This represents a significant challenge not only for Murray State but also universities throughout the country in terms of recruitment and being able to provide assistance to students and their families.
- An initiative has been started this semester where approximately \$20,000 for matching grants is being provided to assist departments, colleges and schools for recruitment and retention efforts. A number of applications have been received and appreciation was expressed to the Deans, Chairs, faculty and administrators for thinking of new ideas and enhancing those already in existence to bring more students to campus for recruitment purposes.
- A great deal of ranking and academic reputational information is being released and the University has again been named a “Best Bang for the Buck” institution. If students want a high-quality education at a great value, Murray State should be their choice. The *Wall Street Journal* recognized Murray State as one of the best colleges in the country and *U.S. News and World Report* rankings will be released soon. These rankings not only say a lot about academic program quality and the institution as a whole but are key to recruitment and retention.
- The Strategic Plan and associated Scorecard will be highlighted later today. The current Strategic Plan runs through 2025 and in the days and weeks to come discussions will occur with the Board in terms of updating this guiding document.
- Updates will be provided on health services available on campus. The University is very grateful to Murray-Calloway County Hospital and Dr. Price for work they have agreed to do in October to transition and enhance the University’s current health services operation. This will represent a significant benefit to faculty, staff and students. Mental health program expansion is planned and substantial work is occurring in a very difficult area – but one for which the University has a responsibility to provide quality care for students.
- The results of recent economic impact studies will be rolled out in the days ahead, beginning with the Town and Gown Breakfast on September 25 and Regents were encouraged to attend. One Economic Development Study helped determine what the University means to the region and Kentucky and, secondly, what capital construction projects taking place on campus mean to this region and the state. The economic impact of this University is significant and appreciation was expressed to the Department of Economics and Finance, under the guidance of Professor Simone Silva and team, for undertaking this work over the summer and early fall.
- Provost Todd will provide an update on work that has been occurring for some time in regard to reviewing programs and courses and ways the University can help them grow. This work also includes determining if these programs and courses are meeting the needs of today’s students, whether they need to be changed or if new are needed and older ones need to be retired. The Legislature also wants to ensure what is being offered at the different universities meets the state’s economic and workforce development needs and requirements. The CPE also regularly asks questions in this regard because that governing body also has a responsibility to approve programming offered at the state universities. This is not new but work that must be undertaken.
- The Board will receive a detailed Facilities Management report as there is a great deal of activity underway on campus – with even more to begin in the future. Murray State has been very fortunate to receive a record amount of funding for capital projects. Reauthorizing language was included in the budget approved by the Legislature that provides \$122 million in projects that the University can use its own monies for, including \$40 million for Athletic-related projects utilizing private or other monies, not general-appropriated funds. This Board will be required to approve a Program Statement for any such projects.
- In terms of a new School of Veterinary Medicine, the University had already conducted its own feasibility study before pursuing legislative approval. During the Legislative Session, Senate Joint Resolution 170 represented authorization for the Council on Postsecondary Education to conduct a feasibility study regarding expansion of postbaccalaureate program offerings at comprehensive

universities. This second feasibility study relative to a School of Veterinary Medicine at Murray State is being conducted by Deloitte. Representative Mary Beth Imes has already prefiled a Bill Request (BR 232) which is the enabling language providing for a School of Veterinary Medicine. MSU will do everything possible to advance this initiative in the months ahead, especially given its importance to the region and state. A Veterinary Sciences building at Murray State has already been funded and a great deal of work helped secure this initiative during the last week of the Legislative Session. All are grateful to the members of the House and Senate who made this possible.

- An update will be provided on the \$100 million centennial campaign and progress being made in this regard, as well as a proposed naming, and appreciation was expressed to Chair Owens for his generosity and leadership in this regard. Thousands of alumni and friends have donated generously to support this University.
- An update will be provided in regard to Athletics and initiatives which are underway in that area. Student-athletes have also maintained a 3.0 grade point average or higher for 39 semesters. This is higher than the all-campus average and no other university is able to make this statement. The landscape for Athletics is changing rapidly and updates will be provided in this regard.
- Murray State should always be looking ahead for what is next. A new partnership has been established between Murray State and the University of Louisville School of Medicine to facilitate local students earning medical degrees. A pre-med 2+2 or other appropriate model will be utilized to establish this medical school initiative, or at least some type of University of Louisville School of Medicine presence on the Murray State campus. This collaboration will help students and the region with the goal of addressing the physician shortage in far western Kentucky and the remainder of the state. It is hoped there can be a *Memorandum of Understanding* ready for Board consideration at the December Quarterly Meeting.

### **Kentucky Open Meetings/Open Records Laws Updates, received**

#### **Kentucky Open Records and Meetings Acts: A guide for the public and public agencies (June 2022)**

General Counsel Miller provided an overview of the Kentucky Open Records and Open Meetings Acts that were included in the eBoard book and highlighted the following:

- The Kentucky Open Meetings Act is the statute most applicable to this Board. The statute says that all meetings of a quorum of the Board constitutes a meeting and for this body that is six members discussing public business. Any such meeting is required to be open to the public and notice must be provided so individuals have an opportunity to attend. Open Meetings Act requirements have been followed at Murray State in the past and there are no issues in this regard. A quorum also applies to Committees of the Board. If there is a quorum of Committee members discussing public business relative to the business of that Committee, this would also constitute a meeting, requiring public notice and for the meeting to be held in a public location.
- A quorum of the Board can meet to receive educational information or updates as long as members are not discussing public business. Meetings can occur inadvertently by email or text and members were asked to continue to be mindful in this regard.
- Special Meetings of the Board of Regents are different because 24-hour notice is required, an agenda must be available and the Board must adhere to that agenda. Regular meetings do not require an agenda although practice has been to develop one for all meetings of the Board. There is more flexibility with regard to topics which can be discussed during a Quarterly Meeting of the Board.
- Board meetings must be held in a convenient location that is accessible to the public. The Board is allowed to meet via teleconference as long as members participating by video and those in the room can be seen and heard at all times. If a technical issues occurs, the meeting must be paused until connectivity with all Board member(s) can be restored.
- An agency can go into Closed Session but is required to meet one of the exemptions contained within the Open Meetings Act. The University must also be prepared to apply an exemption to go into Closed Session correctly. For Murray State, typical exemptions include the sale or acquisition of real property if public discussion would affect the sale price, pending or threatened litigation or a personnel issue related to employee discipline, dismissal or hiring for a specific individual. The Board cannot vote during Closed Session.
- If a complaint is received regarding a violation of the Open Meetings Act, the President or General Counsel must be notified immediately so the University can respond in some fashion within three business days. Complaints would typically be received by a Board member but should be advanced to the Chair, President, General Counsel or Secretary Hunt.
- 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.

- Secretary Hunt serves as the University's Custodian of Records and responds to Open Records Requests, working in conjunction with the General Counsel Office. Hundreds of Open Records Requests are handled each year, some of which are very time consuming. The University has five days to respond to an Open Records Request or ask for additional time to collect the requested information.
- 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 be able to demonstrate it follows that policy.

## **General Counsel/Legal Matters Overview, received**

### **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 2024-25 academic year was included in the eBoard book. A paper copy was also provided to each Regent. These will be collected and maintained by Secretary Hunt.

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 and there is nothing wrong with that but they are asked to disclose any such potential conflicts early on in their Board membership. If a Board member has a conflict or apparent conflict they should disclose that interest and not participate in the discussion (although there are certain ways this is allowable). They should also refrain from taking action relative to that interest.

### **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 but were asked to take into consideration how others perceive any such communications. If a situation occurs, Board members could also communicate with the President's Office so they can be directed accordingly. There are different rules in this regard relative to Athletics and those will be outlined later today and those guidelines are changing weekly.

### **Health Insurance Portability and Accountability Act**

General Counsel Miller provided an overview of the Health Insurance Portability and Accountability Act (HIPAA). Protected health information at Murray State is treated confidentially and securely. Two areas of campus are mainly engaged in covered transactions but the University as a whole aspires to treat all health information for students, faculty and staff according to the spirit of HIPAA. Human Resources is confined by the technical aspects of HIPAA. Additional information in regard to HIPAA was included in the eBoard book.

### **Family Educational Rights and Privacy Act Annual Notification**

General Counsel Miller provided an update on the Family Educational Rights and Privacy Act (FERPA). FERPA is a federal law passed in 1974 that protects privacy relative to the educational records of students. In K-12 schools that right belongs to the student's parent or guardian. The moment a student enrolls in a college class – which includes high school dual credit courses – those rights shift to the student. At the postsecondary education level, the law states that schools cannot disclose or discuss personally-identifiable information from a student's educational record without their written consent, unless the situation meets one of the FERPA disclosure exceptions.

The Department of Education does an excellent job by providing advice, counsel and guidance letters in regard to FERPA but can take away federal funding if violations occur. Registrar Tracy Roberts does an excellent job in terms of monitoring FERPA for Murray State and additional information was included in the eBoard book.

## **Office of Institutional Diversity, Equity and Access (IDEA) Report, received**

### **Nondiscrimination and Title IX – Federal Civil Rights Law/Violence Against Women Act (VAWA) Brochure**

IDEA Executive Director Cami Duffy reported the following:

- As an institution of higher education, Murray State’s responsibilities include ensuring policies and procedures are in place to address allegations of discrimination. Those policies and procedures must also be published and accessible. It is important for all to know how to report any such allegations so they can be addressed as soon as possible.
- The Non-Discrimination Statement outlines that illegal discrimination occurs when individuals are treated differently than others because of their membership in a protected group/class. These areas include race, disability, gender identity, sex, age, national origin or color, sexual orientation, religion and veteran status.
- The IDEA office is charged with helping to maintain compliance as it pertains to illegal discrimination and harassment. This does not pertain to preferences but unfair treatment based on one of the protected classes.
- In terms of quality and equity, individuals with a disability were not necessarily born that way and became a member of that particular group due to a life circumstance and not everyone needs the same accommodation. The University is federally required to provide reasonable accommodations for individuals with qualified disabilities and these must be considered on a case-by-case basis. Under the concept of equality, everyone receives the same tools of assistance but those still might prevent access which is why a focus is placed on equity. Equity provides everyone with the particular supports they need in order to provide access. Two individuals can have the same disability but also have different needs which is why a case-by-case approach is important. Information on equality and access is also provided to the departments specific to how their operation functions.
- IDEA takes on a number of responsibilities and all work undertaken is accomplished with a staff of four – the Executive Director, Assistant Director and two Deputy Title IX Coordinators. The office operates under three umbrella efforts – equity (compliance), inclusion (support and proactive education) and response to concerns. Equity efforts include affirmative action and compliance with Vets 4212 reporting (voluntary), Title IX, Americans with Disabilities Act and reasonable accommodations, VAWA and the Campus SaVE Act. Inclusion efforts include annual education and outreach and the University Diversity Plan. Response to concerns include reporting, investigating and process navigation discussions. The office also provides educational efforts for diversity, equity and inclusion and educational outreach through campus-wide training that all employees are required to complete. Additional educational efforts are provided in a number of other areas. Murray State University has had a long history of being welcoming and inclusive. This is part of everything the University does and the approaches it has adopted.
- In terms of Title IX, there are 37 short words that represent the 1974 law – “No person in the United States shall, on the basis of sex, be excluded from the participation in, be denied benefits of, or be subjected to discrimination under any education program or activity receiving federal financial assistance.” Title IX is a civil rights protection from all forms of sexual misconduct, including sex-based or gender-based discrimination, harassment or gender violence at any educational institution receiving federal funding. Students are the primary focus of Title IX but the law is applicable to all campus constituencies and applies to males and females, including non-conforming individuals. The law also restricts federal funding for institutions that are not in compliance. Any such occurrences should be directed to IDEA so directives can be issued accordingly.
- Consent means a voluntary willingness to engage in a particular behavior. Consent to one act does not automatically mean consent to another act. Consent can be revoked at any time. In essence, Title IX represents a consent fail whether there is an absence of consent, incapacitation, coercion or blackouts. There are five major violations as it pertains to Title IX, including sexual harassment, unwelcome conduct determined by a reasonable person to be so severe, so pervasive or so objectively offensive that it effectively denies a person equal access to programs or activities offered at the University. Types include quid pro quo (this for that) which can include a request to behave in a sexually-charged manner to gain some sort of benefit or a hostile environment based upon sex such as having to view sexually-charged materials. Other violations include dating and domestic violence with the difference being whether a shared child or place of residence is involved, sexual assault misconduct (rape), stalking (repetitive pursuit of an individual in a manner to annoy, frighten, intimidate or harass for no reasonable purpose) or sexual exploitation which is a pattern of behavior that jeopardizes the safety and well-being of the University community. Sexual exploitation includes taking advantage of someone without consent or violating an individual’s privacy without consent – observing or permitting others to observe one or more persons engaged in an intimate (showering, changing, using the restroom, etc.) or sexual activity without consent. Sexual extortion is when the individual is asked for some sort of monetary exchange in order to ensure particular information is not released. The IDEA office spends a significant portion of time educating freshmen, members of Greek organizations, band members and other key individuals and groups on campus to help them understand these particular terms.

- Every member of the University community is required to report sexual violence and misconduct, domestic or relationship violence, stalking on the basis of sex, sexual harassment and sex discrimination the moment they become aware of any such behavior. When reporting such matters, all relevant facts must be revealed, including the name of the respondent (individual who allegedly caused harm), name of the complainant (individual who alleges experiencing harm), contact information (phone, email, social media information, etc.) for either party, date and location of the incident and any other members of the University community involved in the incident. This information should be shared as soon as possible because the clock starts ticking for IDEA as soon as an individual becomes aware of any such occurrences.
- Reporters should use descriptive language to reflect what was said without injecting their own feelings and all parties involved in a matter should be encouraged to use campus resources. A listing of available campus resources was included in the eBoard book. All crimes should also be reported to the University Police Department. The duty to report extends to second-hand information, online and potential rumors and gossip both on and off campus. The University community is encouraged to avoid withholding information and should not believe reporting is not required because the information is confidential. The law requires the University to take prompt and effective action in regard to such occurrences and there must be equitable and published grievance procedures which are accessible in multiple locations.
- There can be no guarantee that information will remain confidential. Reporters should avoid taking sides and remain objective for the benefit of the entire University community. They should not attempt to investigate, introduce bias into an otherwise objective reporting process or post on social media because it could revictimize the impacted party. Students are also provided with a copy of the VAWA brochure which was included in the eBoard book and outlines available resources. The IDEA Office does not represent either the party causing the harm or the individual who believes they have been harmed and must remain neutral in order to conduct an unbiased investigation. The IDEA offices gather information in talking to the parties involved and explains their rights and clarifies definitions as necessary. This way the parties know what their options are and can make the decision that is best for their particular situation. The IDEA office must remain unbiased in order to conduct a fair investigation.
- University Title IX responsibilities include taking prompt and effective action to stop harassment, eliminate a hostile environment and address its effects; adopting equitable grievance procedures; using a preponderance of the evidence and a reasonable person standard; conducting investigations separate from and independent of any criminal investigation or proceeding and conducting campus-wide education sessions both in person and online for faculty, staff and students with particular emphasis for target groups. All faculty, staff and students must complete annual online training which requires a score of 100 percent on assessment. The University must designate a Title IX Coordinator (Executive Director Duffy) and Deputy Coordinators and publish the address, phone number and email for those individuals, in addition to providing campus-wide training and access to written policies, procedures and campus resources. Training should include definitions, ways to report, reference to campus policies and resources and a discussion of sexual harassment and grievance procedures and campus educational sessions/training to ensure the message is clear and well received.
- Another area of Title IX relates to pregnancy and parenting students and there are associated protections. These individuals do not need to be discouraged from continuing toward graduation just because they are pregnant or parenting. Work is continuously undertaken to identify ways to help these students continue to navigate their situation and the college setting. Faculty are encouraged to refer students who are pregnant or parenting to Student Disability Services because that office can provide these individuals with the same accommodations as someone with a temporary disability as required by law. A plan to navigate forward is developed for these students.

### Council on Postsecondary Education Diversity Plan Update

Executive Director Duffy provided an update on the CPE Diversity Plan with the following highlights:

- Kentucky law requires public institutions to create and submit a Diversity, Equity and Inclusion (DEI) Plan that addresses goals and strategies for key components. The Plan must demonstrate that the goals and strategies are the responsibility of the entire institution. The Council on Postsecondary Education has statutorily-mandated responsibility in this area through Kentucky Revised Statute 164.020(19) which requires the CPE to postpone the approval of any new academic programs at a state postsecondary educational institution if the institution has not met the education opportunity goals. The CPE and Committee on Equal Opportunities were responsible for revising administrative regulation 13KAR.2:060 to require institutions to submit diversity plans and demonstrate progress toward achieving their goals to be eligible for new program approval.
- The Diversity Plan at Murray State is a living, evolving experience that is shaped by a myriad of people and perspectives. The University's efforts with regard to diversity and inclusion have been evaluated since 1981 by the CPE utilizing eight main components – undergraduate underrepresented minority (URM) enrollment, graduate URM enrollment, URM retention, low-income (LI) retention,

URM six-year graduation rate, LI six-year graduation rate, URM degrees, LI degrees and workforce diversity (faculty and staff leadership). These same components are used for each public university in Kentucky. There is both a numerical portion (18 points) and a qualitative (narrative) portion (18 points) – 36 total points – the institution can earn. The University spends a great deal of time on the narrative portion of this work to speak in ways the numbers cannot. Almost every entity on campus is asked to tell their story and conversations are held with different student groups and those are folded into what is reported to the CPE to better tell the Racer story and efforts that are currently underway. This is part of the reason why Title IX training is mandatory because the University wants to ensure no individual is discriminated against based upon a particular class as that is not part of the Racer experience.

- Title IX training also features principles of non-discrimination and all Murray State employees are required to complete the training.

Chair Owens indicated that the Kentucky General Assembly was considering legislation that affected diversity, equity and inclusion and asked whether that legislation had any effect on the University's Diversity Plan. Executive Director Duffy reported it has not had any effect yet but that may need to be revisited in the next Legislative Session. The University will continue to move forward because it does not want to communicate to students, faculty and staff that they are not valued and made to feel welcome and included because that is part of the essential fabric of Murray State. President Jackson indicated that Executive Director Duffy does a great job and he appreciates her work each and every day. State law dictates that the CPE is accountable for each of the state universities having a Diversity Plan. The universities must also have a Title IX officer. Executive Director Duffy is responsible for both at Murray State. The University has continually maintained an adherence to both federal and state laws.

### **President's Office Report, received**

#### **Delegation of Authority Overview**

President Jackson reported that the Delegation of Authority document represents the guardrails for managing the University on a day-to-day basis. This document delegates authority from the Board to the President of the University, clarifies items which are reserved solely for Board action and is referred to daily by many. The document allows management to function more effectively and ensures the President and Board have reached agreement in regard to actions that can be taken by the administration. The Delegation of Authority also allows the President to act on certain items in the event of an emergency – in consultation with the Board Chair. President Jackson highlighted various aspects of the Delegation of Authority representing actions that are reserved for Board action. Areas highlighted from the Delegation of Authority included:

- Delegation of Authority Item #1 – Consistent with provisions of Kentucky Revised Statutes, the Board determines and periodically reviews the University's mission, vision and strategic directions/initiatives and approves plans for the attainment, implementation and evaluation of these elements. These components are included in the University's Strategic Plan which ultimately must be approved by the Board.
- Delegation of Authority Item #12 – Relates to the Board approving the annual operating budget which includes Education and General and Auxiliary budgets and the issuance of any bonds pursuant to KRS.
- Delegation of Authority Item #17 – The Board approves the transfer or acquisition by purchase of title to real property based on the recommendation of the administration and one such agenda item will be discussed during the Quarterly Meeting tomorrow.
- Delegation of Authority Item #25 – Relates to the naming of facilities and memorials.
- Delegation of Authority Item #27 (used extensively throughout the pandemic) – In the event of an emergency or in a case where immediate action is in the best interests of the University, the President, after consultation with the Board Chair, is authorized to act, pursuant to authority otherwise available but for the Delegation of Authority. This is used occasionally and when it is the President or Chair notifies the full Board of any such actions taken.
- The Delegation of Authority was formally put in place in 2014 and is reviewed annually and amended as needed. The Delegation is annually reaffirmed by the Board and represents a very important document.

#### **2020 – 2025 Revised Strategic Plan Overview**

President Jackson reported that the Board will be asked to reaffirm the revised 2020 – 2025 Strategic Plan tomorrow. The Strategic Plan plays a key role in the overall SACSCOC reaccreditation process. Changes to the Strategic Plan include updating Board membership and other housekeeping needs. The Board was encouraged to take the time to review the Vision and



Mission Statements for Murray State as well as the Strategic Initiatives with associated action steps. The Strategic Plan also includes Performance Funding Metrics. A Scorecard has also been provided illustrating progress on each of the metrics contained within the Plan to show what has been achieved. The Strategic Plan represents the overall guiding document for the University.

### **University Advancement Update, received**

Executive Director of University Advancement Dr. Tina Bernot provided an update with the following highlights:

- The generosity that this University has received from its constituency groups is inspiring, generous, impactful, insightful and innovative. This generosity will be a difference maker in many different ways and the University Advancement team is thrilled to be part of this effort.
- The Office of Development and the Alumni Relations Office have now been combined, effective July 1, 2024, into the Division of University Advancement. Executive Director Touney's area of Branding, Marketing and Communication now falls under the leadership of an Assistant Vice President of Public Affairs.
- A Fall 2024 Calendar of Events was included in the Board materials and is being promoted heavily. These events provide an opportunity to showcase particular areas on campus and engages the University community – faculty, staff and students – as well as the community at large. Board member attendance at these events means a lot to those who are organizing the event, as well as those attending and presenting. All appreciate Board members, especially when they take time to attend an event, and appreciation was expressed accordingly.
- The Be Bold: Forever Blue and Gold centennial campaign that is currently underway was publicly launched in fall 2022 as part of Homecoming and the Centennial Celebration and represents President Jackson's vision. Every gift given during the timeframe of the campaign counts toward the overall goal of the comprehensive campaign. It has recently been announced that Director of Athletics Nico Yantko is working with the Dill family and they will have a transformational impact on Racer Athletics. Photos were shown of the Dill family and appreciation was expressed to all in this regard. Generations of the Dill family has been engaged with the University for decades and their gift will have a tremendous impact on the future of Racer Athletics at Murray State University.
- The Swift & Staley support for Racer Athletics has presented a naming opportunity that will be discussed tomorrow but appreciation was expressed to Chair Owens for his support and leadership in this regard. This incredible generosity will have a transformational impact.
- Another gift has been received from the Badgett Family Foundation. The Badgett family resides in Madisonville, Kentucky, and has made a significant seven-figure gift to the University dedicated to support teacher education. There is a teacher shortage nationally and this support will help shore up some of that for the area, region and state – representing another transformational gift. Their gift will fund four new endowments for faculty positions for teacher education at Murray State. It will also fund an endowment for student support to help them through student teaching, including exam fees and the purchase of study materials, as well as provide scholarship support so they can successfully complete the program, graduate and transition to the classroom.
- The University also has profound gratitude to the individuals and families who have the vision to leave a legacy for the University in honor of a loved one. Regent Tom Waldrop and his family have done a wonderful job of giving back and having a vision for how they can make an impact for generations to come. Regent Waldrop credited his father and sisters who began the Waldrop Scholarship in 1976. Establishing a fund such as this allows everyone to pour into the legacy of the those they want to remember. This represents a special way for families to give back and is sincerely appreciated.
- Mr. Bill Garrett also had a vision for Murray State's future and has left the most generous planned gift in the history of the institution to support the Hutson School of Agriculture and veterinary sciences. As the University pursues efforts to bring a doctoral degree in veterinary medicine to campus, Mr. Garrett's legacy will help bring this effort to fruition. All are eternally grateful to Mr. Garrett and his wife Merry for their vision and generosity to this University.
- The family of Lois McClure Kemp has established a Memorial Scholarship Endowment. Mrs. Kemp had a wonderful legacy of teaching and her daughters wanted to honor her memory and all are grateful for their support.
- Director of Alumni Relations Carrie McGinnis has done an outstanding job over the last several years with the capital campaign and is currently working on a plan for an exhibit in Wrather Hall to mark the 70<sup>th</sup> anniversary of desegregation at Murray State to be celebrated next fall during Homecoming. Golden Horseshoe winners, as well as Distinguished Alumni, will also be celebrated in a few short weeks. Racer Athletics recently brought former Murray State basketball player Ja Morant back to campus to induct him into the Hall of Fame. This represents yet another way Alumni Relations goes beyond the Office of University Advancement to work with other areas on campus.
- Murray State's bold, collaborative approach includes an Alumni Association led by a Board of Governors who help to drive their strategic approaches to engaging Murray State alumni. Work is currently underway to develop a new Strategic Plan for that unit which will include goals and

outcomes they hope to achieve as an organization. The Strategic Plan will help Alumni Relations and University Advancement to better engage alumni to ensure they continue to have a sense of the Racer Family. Initiatives are being developed to help carry out the goals of the Strategic Plan and include the PCI project. Alumni may have received a postcard or phone call asking them to participate in this project. Part of the process has been to verify alumni data and the alumni database requires alumni to let the University know where they are and what they are doing. Due to this project, nearly 7,000 alumni have responded and more than 5,000 oral history stories have been shared. This information will be used to help recruit prospective students and faculty, as well as continue to retain those already on board.

- Alumni and donors Jerry and Betsy Shroat have provided assistance to the University for the Raising Racers Legacy Program Board Book project. This represents an A to Z book that is currently being printed. The Shroat's gave generously so the University was able to put this book together to be shared with children of alumni and help create future Racers.
- Another initiative that has been organized by Director McGinnis is the alumni engagement trip to Italy in May 2025. The group will visit the Amalfi Coast and Regents were encouraged to sign up for the trip. This represents yet another way for the University to engage alumni.
- Executive Director Bernot provided a fundraising overview. Last year ended at June 30, 2024, and there was a record fundraising year with \$10.1 million dollars in total gifts received, given by 4,035 unique donors (13,500 gifts) during the fiscal year. The Rainey T. Wells Society and the John Wesley Carr Society include all donors who have given to the University for at least 20 consecutive years. She has worked at other universities and has never seen donor loyalty at this level. When pledges and commitments to the campaign over the last year are included, total fundraising exceeded \$21.3 million, which represents an incredible year for the University. 2023-24 also represented a record fundraising year for Racer Athletics. This is a testament to the impact alumni and friends want to have at this University.
- A comprehensive capital campaign is underway – Be Bold: Forever Blue and Gold. The nice thing about this effort is every gift that comes in to the University is counted toward the campaign total. The goal is to raise \$100 million and as of this morning \$90.7 million has been raised and this does not include some seven-figure requests that have just been made. There have already been over 24,100 donors to the campaign. The campaign will also present naming opportunities for the new nursing building and an interactive website is currently being developed to help facilitate this effort. The goal is to raise an additional \$5 million to support this building on campus through an interactive website so donors can imagine what their space might look like.
- A new promotional video was shared with the Board. Appreciation was expressed to Jeremy McKeel, Manager of Digital Media Services, and his staff for producing this video, in addition to the Branding, Marketing and Communication and University Advancement teams who provide assistance in many ways across campus. Appreciation was expressed to alumnus Logan Stout who narrated the video and the Be Bold Council members who helped tell the Murray State story. It is hoped this video will help the University reach the \$100 million campaign goal.
- In addition to the Be Bold campaign, special annual campaigns are part of University Advancement work. Examples include the “We Are” campaign for faculty and staff, “Give Bold – A Day of Giving,” “Be Bold for Good” and the “Second Home” campaign for families. This work is undertaken to inspire as many different types of donors as possible to support a variety of programs offered at Murray State.
- Additional gift celebration and dedication events are coming soon. Tomorrow the Board will participate in a Ribbon Cutting with the Hopkins family for the DevSource ESports Arena in the Curris Center. The Racers Give Day of Giving is September 17 and Be Bold campaign and alumni events are being held in Atlanta, Georgia (October 29), Madisonville, Kentucky (November 4), Henderson, Kentucky (November 14) and Hopkinsville, Kentucky (December 3). The Racers vs. University of Kentucky Alumni Tailgate will also be held on November 16 in Lexington, Kentucky. Regents were encouraged to attend as many of these events as possible.

Chair Owens indicated that Dr. Bernot and her team are doing a phenomenal job and bring energy and excitement to the work they are undertaking. Dr. Bernot received a round of applause.

### **Adjournment**

The Board of Regents adjourned for a break beginning at 11:10 a.m.

### **Reconvene**

Chair Owens reconvened the Annual Board of Regents Retreat at 11:25 a.m.

## **Student Affairs and Enrollment Management Update, received**

Vice President Robertson introduced Marcellus Creighton, Senior Strategic Leader and Evangelina Galvan, Account Manager – EAB Consultants who presented the following:

- Marcellus has worked for EAB for five years. Prior to coming to EAB he worked in college admissions at his Alma Mater Virginia Tech and he also worked at a small, private liberal arts institution. Evan indicated she has been with EAB for two years in January and is tasked with working with the marketing team.
- EAB works with the University in three important areas. The first is enrollment outcomes and maximizing yield and strategies in this regard were outlined, particularly those encouraging prospective students to submit their applications. This work is undertaken two years out to cultivate interest.
- The modality of ways students and parents are finding information about colleges was presented. Chief amongst those are campus visits, specific college websites, web searches, family and friends and counselors, in addition to other means. This information was provided comparing how students are finding out about colleges versus how their parents are locating the information. EAB's campaign includes directing students toward these sites while also meeting the needs of parents. The more channels utilized to interact with students and their parents the better.
- A snapshot of current consumers, as well as non-consumers, was presented. A consumer represents a student who has graduated high school and elected to go to college. A non-consumer is one choosing not to attend college but going straight into the workforce instead. From 2016 to 2022 there has been a gradual drop in the college-going rate among high school graduates in the United States. Specific subgroups of the non-consumer population are comprised of 57 percent male, 27 percent Hispanic, 16 percent Black/African American, 48 percent White, 60 percent living with parents or grandparents and 1 in 3 who are unemployed or not looking for work (including those with a disability) according to the Bureau of Labor Statistics. This represents a constant challenge. It has also been shown that there is a \$9,000 median household income difference between non-consumers and their college-going peers. The number of available high school students has also been in gradual decline.
- This past enrollment cycle also included major disruptions when the FAFSA was delayed. In addition, once it was released there were technical issues which compounded the challenges for universities from both operational and awarding standpoints. Parents were asked whether they or their student experienced any issues completing the FAFSA. Thirty-six percent of parents and students who engaged in this survey indicated they did have issues completing the FAFSA. Among the other types of schools that Mr. Creighton works with, the issues are consistent and particularly affect black and brown students. Once the FAFSA was able to be submitted, there were significant delays in terms of the students and their families actually receiving the award and 49 percent indicated this to be the case. The later students received their award, the later universities received their deposit. Students may have received an award from one school but not another and in many cases this had a significant impact in terms of them waiting to hear from all schools for which they applied. In terms of issues students and their parents faced with FAFSA, in many cases they were not even able to start the application process. There were also issues with how the FAFSA was even oriented. Many farming families in this area were particularly affected. The multifactor authentication step was initiated during this cycle and this was especially troublesome if parents were no longer together. In many cases if students and parents did have issues they had to wait – not due to institutional factors – but due to FAFSA issues. Overall FAFSA submissions were down 12 to 13 percent at the end of the enrollment cycle.
- The Kentucky high school student landscape graphic was provided for the period of 2019 through 2027 and the growth in the high school student population was plotted. The projected peak of enrollment for high school students is in 2025 and EAB is anticipating that from this point forward there will be a gradual decline in the number of available high school students in Kentucky as it pertains to the number of students graduating, not the number intending to attend college. At some point EAB would suggest returning to campus to look at specific Murray State data over the past couple of enrollment cycles in terms of demographic shifts and market share changes and this will help provide future projections.
- The change in first-year enrollment for four-year public institutions and private four-year schools was indexed starting in 2018 and the comparison was provided utilizing IPEDS data and key factors were highlighted indicating that smaller regional universities have not recovered from the pandemic as significantly as the larger flagship institutions. Data was provided for public institutions delineated by West, Northeast, Midwest and South. The trend line remains fairly consistent and for public or large flagship publics in the Midwest and South and data in this regard was presented. The market average for regional publics in the South was plotted and where Murray State stands in terms of that trend line was shown. Covid had an opposite effect here at Murray State where there was growth in enrollment. As the end of Covid occurred in 2022-23 and into 2024, while there was a gradual drop in enrollment for first-year students of near 2 percent, the University experienced near record enrollment in the last two cycles and significantly outperformed the market.
- EAB administered a survey to the University's entire prospect pool of applicants who were admitted to ascertain their intentions on attending. The respondents could select one of five

options. If the student indicated they were not attending Murray State, EAB followed up with a specific survey designed to gather intel on those factors which influenced their decision not to attend MSU, what school they did choose to attend and why. Students were asked to rank the reasons why they chose to attend another institution and among the reasons why students chose not to attend Murray State, 26 percent related to cost and this is actually lower than the majority of schools EAB works with and cost factors at those institutions are in the 50 to 60 percentile. In terms of the value proposition, students and parents want a school that is going to be cost efficient, provide good aid and provide a good return on investment. This means that Murray State effectively communicates cost and that cost is not typically a barrier for students who are interested in coming to MSU. Reasons students chose other institutions include school location and this is why visits to campus are so important for Murray State. Cost of attendance is also a highly-rated reason, as is the campus environment and proximity to home which is the top major reason students choose a particular university. This data is directional and should be considered over several cycles before any significant changes are deemed necessary.

- The results from the parent and student survey will be provided to the administration. Important factors include campus safety and mental health resources. Vice President Robertson confirmed that the data provided helps drive many decisions and Enrollment Management planning and strategy. Data such as this also helps guide decisions in directing more resources toward mental health resources. The partnership with EAB is valuable and represents a cooperative endeavor.
- Clarification was provided that the survey just discussed is only administered to high school seniors who have submitted an application and been accepted at Murray State. The parent and student survey referenced earlier is sent out annually and is administered by an equal percentage to freshmen, sophomore, juniors and seniors. The survey is not directed toward transfer students or the graduate student population – only traditional enrollment. Reasons were outlined of why Murray State is performing better than others in regard to enrollment and it was indicated that all initiatives are intentional. Additional strategies to further increase enrollment for different populations were discussed. FAFSA non-completion is 12 to 15 percent nationally and Kentucky is somewhere in that range. For Murray State the FAFSA non-completion is 3.9 percent and focus must be maintained in this regard.

Assistant Vice President White provided a Student Affairs and Enrollment Management update with the following highlights:

- Murray State's enrollment is currently 10,011 students from 115 Kentucky counties, 49 states and 52 countries. Forty-four percent of the total population represent first-generation students. This is also the second largest freshman class in the last ten years and the fourth largest in the history of the University. Forty-five percent of freshmen come from the top 25 percent of their high school class and 60 percent come in with college credit hours (average of 19 hours, highest 97 hours). The University also has its highest number of transfer students since 2020.
- Associate Provost Fister outlined in detail the predictive analysis model utilized by Murray State to help manage limited funding available to the University. The 11 factors that are used as part of the model help the University know where resources should be directed based on the score received by each student. Data in regard to predictive analysis is now available for the past many years and has proven to be invaluable. The effort involves cooperation with many different units on campus in terms of providing the data needed for the model. The results are then presented back to the units so it is known where they stand in comparison to prior year. Associate Provost Fister confirmed that the data provided through predictive analysis coincides with the results of the survey just outlined by EAB.
- Director of Recruitment Shawn Smee outlined various initiatives that unit is utilizing targeting freshmen students, including recent on- and off-campus events in the service region and surrounding states. Campus visits are declining and high school students are choosing not to miss class in order to come to campus. This means the University must go to those students in the high schools to share everything Murray State has to offer. Programming for over 2,000 new students to help ensure a successful transition was also outlined. Appreciation was expressed to Director Smee for continually developing new ways to reach out to students. Appreciation was also expressed to Senior Associate Director of Recruitment Kendrick Quisenberry and other Admission Counselors who are out on the road as all provide assistance with regard to this work.
- Director of Undergraduate and International Admissions and Transfer Center Maria Rosa reported that the goal of her office is to provide a quick admissions response for potential students and initiatives in this regard were outlined. The timeline relative to the admissions process was also outlined, including onsite visits which have resulted in enrollment growth. First-time transfer enrollment growth is currently at 8.5 percent over last year. This differs from national trends and transfer student initiatives were outlined. A review of logistics associated with the international application process has been undertaken over the last three years and results in this regard were highlighted.

- Coordinator of Domestic Graduate Enrollment Matt Jones is currently out recruiting so Vice President Robertson reported on recent travel and events which have taken place, recruitment plan principles and digital marketing. These initiatives and others have resulted in total graduate headcount and credit hours being up over the last two years. Confirmation was provided that three years remain on the contract with Academic Partnerships and Coordinator Jones is able to recruit for all graduate programs.
- Assistant Vice President of the Institute for International Studies Dr. Guangming Zou is very well known internationally and leads this effort for Murray State. Assistant Vice President Zou reported that international enrollment is up 28 percent over Fall 2023 and there are more than 800 students coming from 52 different countries. The top sending countries are China, South Korea, India, Belize, Nepal and Ghana. The University works not only with individual students but also with its partner universities. An update was provided on new dual-degree programs in China and India and associated initiatives were outlined. Recruitment of international students differs from that for domestic students and strategies which are utilized must reflect this difference. Appreciation was expressed to the administration for their support in this regard. President Jackson reported that Murray State handles international recruitment differently than its peers and this is due in large part to the work of Dr. Zou. There are currently agreements in place with over 50 universities across the world and these relationships are continuously cultivated. Appreciation was expressed to Dr. Zou and his team for their work in this regard.
- Director of Student Engagement and Success Peggy Whaley reported that Murray State and the division of Student Affairs has been designated as a First-Gen Forward Network institution by the Center for First-Generation Students and NASPA. This allows for opportunities to network with other institutions and implement new initiatives to expand first-gen support services and initiatives in this regard were outlined.
- The University's First-Year Advising Program continues to expand. Students with first-year advisors averaged 31.82 cumulative hours earned while first-time freshmen averaged just under 24.8 hours. Retention rates of those in the program continue to be monitored but initial reports indicate a higher retention rate for the pilot group and the program is being expanded into different colleges and majors. By 2024 the program will be in every college and school across campus which is invaluable for first-year students.
- Executive Director of Student Enrichment, Academic Excellence and Leadership Dr. SG Carthell reported that in June 2024 the name of the office was rebranded to better reflect the work that is undertaken. Feedback received from the students, alumni and others has been positive. Student engagement relates to a sense of belonging and building purpose and value with students which has always been the case. Academic excellence speaks for itself and an excellent partnership is in place with the Provost's Office. Appreciation was expressed to Drs. Todd and Pervine for their continued support of this area, particularly the Emerging Scholars Institute (ESI). The unit also has a dedication to leadership and service which is another component of what Murray State is all about – enriching students and making sure there is academic excellence and dedication to leadership and service. The University must challenge students but also support them because it is known at some point Murray State will have to turn them loose in the world and they need to be ready.
- The ESI has existed for almost 17 years and started as the Diversity Scholars Program. Students in the ESI have maintained over a 3.0 grade point average (GPA) for the last 16 years. This year the cumulative GPA was 3.07 with 141 students in the program. Ways to keep students engaged academically and in terms of leadership and service were outlined. The SEAL App which has been created was outlined. The Fall College and Career Readiness Conference will be held November 1-2, 2024, and was made possible through a \$10,000 donation from the Tennessee Valley Authority and the continued support of Dr. Marvin D. and Mrs. Eunice Mills through their endowment and a couple hundred students are expected to participate in that event. The Structured Study Tables program was highlighted and there are currently 43 students enrolled. Additional initiatives, workshops, programs, clubs and award ceremonies were also highlighted. Efforts are focused on connecting students to every campus resource available to them.
- Director of Counseling Services Dr. Angie Trzepacz reported that 76 percent of college students self-report mental health challenges. Murray State has responded to this need by offering a new service to supplement the resources already in place on campus in University Counseling Services and the Psychological Center. This new resource is called TimelyCare and handouts were provided for this service as well as others. TimelyCare is a virtual resource that is offered 24/7 in all 50 states. This is especially beneficial to students who may be participating in an internship in another state or who are fully online students as these individuals also have access to this service. TimelyCare officially launched on August 19, 2024, and a campaign was undertaken to encourage as many students as possible to download the App and register so if they ever needed the service it would immediately be available. So far 238 students have registered and the contest will continue until September 29. In the four weeks since TimelyCare went live, 15 students have taken advantage of the services offered, nine Talk Live sessions have occurred and twelve live counseling sessions have been scheduled, many after hours. During this same period, 119 students attended sessions at the Counseling Center, with 19 walk-in sessions and 148 scheduled counseling sessions. Data was also provided for the Psychological Center. These mental health resources are completely free to students and all are confidential mental health services offering both scheduled therapy sessions and on demand crisis

sessions. Students are provided with information so they know where the different resources are located on campus, office hours and available services.

- Director Trzepacz outlined campus outreach efforts, including attendance at faculty meetings for all six academic colleges to introduce TimelyCare and remind faculty about on-campus mental health resources. Counseling staff also spoke at the Blue and Gold Convocation, conducted a panel at the Faculty Breakfast and attended Transitions classes and Resident Adviser programs. The Green Bandana Program was also outlined as part of the Quality Enhancement Plan. Mental health first aid classes will continue to be offered and conversations will continue with faculty, staff and students on how to recognize when others are struggling with mental health issues and how to be supportive and also refer those individuals to the services they need. Appreciation was expressed to Director Trzepacz for her efforts, as well as Executive Director Tourney and team for their assistance in preparing promotional materials relative to these initiatives. Appreciation was expressed to academics for encouraging faculty to include this information on their syllabus.
- Vice President Robertson reported that a new partnership for campus health services has been formed with Murray-Calloway County Hospital. On October 14, 2024, these services will be available to faculty, staff and students on the first floor of Wells Hall, Monday through Friday, 8 a.m. – 4:30 p.m. for the Fall and Spring semesters. Complimentary transportation between campus and the hospital will be provided as needed. This area is critically important to parents and students in terms of recruitment and retention.
- Director of Career Services Matt Purdy reported that the office serves the entire campus, well as alumni, free-of-charge. There are five full-time staff and nine student employees. Student staff are involved in many ways whether it is giving presentations in classrooms, helping out in the office, reviewing resumes or conducting mock interviews. The goal is for students to have a job before they graduate and the best way to accomplish this is to engage with Career Services early in the process.
- For the 2023-24 academic year, top Career Services appointment types included resume reviews, Career Closet, professional headshots, interview coaching and career counseling. There is an average of 140 appointments per month – the busiest year on record. This is due to increased outreach and marketing efforts which were utilized and this work included faculty. Over 75 percent of students indicated they found out about the services offered by Career Services from one of their faculty members. Career Services staff also gave over 107 presentations in the classroom last year on various career-related topics with equal distribution amongst the colleges. The Career Closet represents a student-run initiative and has proven to be very successful. An inventory tracking system was also recently developed for the Career Closet which assists with the donation process. A Student Employee of the Month program has been initiated and allows a department to highlight a particular superstar in their area and this has been very well received across campus. Student Appreciation Month is also celebrated in April as an additional means of showing appreciation to students.
- The Career Fair represents a major initiative that is part of the work of Career Services. Attendees for the 2023-24 two-day Expo included 702 employers hosted by the University and 2,212 students attended the fairs offered. Types of fairs included part-time/student worker, agricultural, all majors and graduate school, STEM/Occupational Safety and Health and teachers. The next events will be held on October 1 and 2 and currently 220 organizations have indicated participation over the two-day period, representing a 34 percent increase over last fall at this time. Appreciation was expressed to Athletics for being easy to work with in regard to the CFSB Center venue. There are almost 14,000 employers in the Career Services platform – Handshake – which is like LinkedIn but for Murray State students. Fifty-four percent of Fortune 500 companies are in the Handshake platform actively recruiting Murray State students. One of those companies is the Disney Corporation and the program offered by this entity is one of the most popular. This year the University is sending 27 students to Orlando, Florida, 14 of which are there right now. Appreciation was expressed to Director Purdy for all he does for Murray State students.

Appreciation was expressed to Vice President Robertson and Assistant Vice President White and their teams for work in this regard and they received a round of applause.

### **Adjournment**

The Board adjourned for a lunch beginning at 1 p.m.

### **Reconvene**

Chair Owens reconvened the Annual Board of Regents Retreat at 1:35 p.m.

### **Racer Athletics**

#### **Racer Athletics Update, received**

Director Yantko provided an update on the following:

- “The Race is On” Strategic Plan and priorities, Missouri Valley Conference transition and preparing to live in the new world “Survival of the Fittest” are areas of key focus.
- The Dennis Jackson Leadership Program is designed to serve Murray State student-athletes through retirement. Community service records continue to be shattered with 1,281 hours of impact this year due to the commitment of student-athletes, staff and supportive community members and others throughout the region. This is more than double last year’s number.
- Academic integrity will be maintained in Racer Athletics and this spring each of 15 teams achieved a 3.0 or higher GPA. In Spring 2024, student-athletes also achieved the highest GPA in school history with a 3.34. Student-athletes have earned at least a cumulative 3.0 GPA or higher for a 40<sup>th</sup> consecutive semester and a focus has been maintained on offering educational programming to make this possible. Educational efforts include brand management, financial literacy, mental health, life after sports and women’s professional networking.
- The Murray State Athletics Program also received Name, Image and Likeness (NIL) recognition by BrandR at the NACDA national convention as an online retail “Top Producer” throughout the country. The only two schools Murray State competed with in this regard were Yukon and an SEC school and this represents the power of Racer Nation. As a result of the financial literacy program, twelve student-athletes have started their own Roth IRAs with assistance from CFSB bank and others. The program also successfully distributed Alston Academic Incentive cost-of-attendance dollars from private support for the first time.
- In terms of revenue growth, Athletics is grateful to so many donors. The program received the largest gift in school history from David and Ashley Dill which will help provide focus for new enrollment opportunities. This also represented a record year for major gift commitments in a month and year (45 gifts), including a \$1.5 million commitment from Board Chair Leon Owens and Swift & Staley to be utilized toward capital projects and other initiatives. This represents the second largest year of fundraising success in school history and it is not over yet. This is a compliment to Murray State fans and the shared vision for excellence with the largest number of donors – 27 percent increase.
- The Athletics Program has also experienced NIL success. The Blue & Gold Collective represents an outstanding group of volunteer community leaders, including David Taylor, Lindy Suiter and many more too numerous to name. Murray State leads the way with regard to NIL and the Men’s Basketball Program. The way this initiative is structured is designed to support the entire framework of all 15 sports to provide more opportunities for student-athletes in these programs.
- This represented another great year in terms of sponsorship growth, especially with regard to Ja Morant. Ja was inducted into the Hall of Fame as part of Racer Hoopalooza and a record crowd attended the event. Ja has also been able to offer his own basketball camps on campus. A Nike Vice President, the Memphis Grizzlies General Manager and former players Isaah Cannon and Cameron Payne also attended Hoopalooza. Ja also assisted the University with some NIL opportunities. A shoe catalogue Instagram account with 5 million followers posted a photo of Ja Morant with two Murray State Men’s Basketball Head coaching legends – Steve Prohm and Matt McMahon – further highlighting the importance of the University partnership with him and Nike and associated co-branding opportunities. One such opportunity was unveiling the Ja 2 shoe and all are proud of his accomplishments and appreciate his willingness to continue to partner with Murray State.
- Photos were shown of different athletic spaces on campus illustrating progress that has been made with the Football Locker Room showers and Men’s Basketball Locker Room. The University will not be able to recruit top talent if its facilities are not in tip-top shape and student-athletes deserve better. The process of replacing weight room equipment is also underway as several things have outlived their useful life. Much work remains in this regard. The Football Team Room is also being renovated and this work is badly needed. Much has been accomplished through the generous support of Racer Nation and the Facilities Management team to modernize these student-athlete facilities.
- Facilities projects which have been accomplished include updating CFSB Center LED lights, renovation of the Men’s Basketball Locker Room, player spaces and showers. Renovations in Stewart Stadium include the Baseball/Softball Hitting and Pitching Performance Facility, Weaver Center for Academic Excellence, Weight Room and Football Team Room, showers and Player’s Lounge. As a result of a gift from Jim Cash, the Miller Memorial Golf Course bunkers have been refurbished and branding has been added. A new Autograph Team Wall has also been installed for legendary players who return to Murray State for a visit. This work does not happen without administrative leadership and the generosity of donors.
- A Missouri Valley Conference map was shown with membership for 2022-23. Also provided were fixed operating costs and budget and Coach salary comparison charts. In many cases there is a significant gap and the University must continue to identify ways to find resources to allocate and provide competitive opportunities at Murray State.
- The new reality for the Department of Athletics is “Survival of the Fittest.” In May the House of Representatives entered a discussion with the National Collegiate Athletic Association (NCAA) on a \$2.78 billion settlement. This is tied to backdating pay to former student-athletes from 2016 and beyond. From these discussions, the House released information on how they were going to handle the \$2.7 billion settlement – by taking a distribution from every Division I school which represents a 4 percent reduction of NCAA distributions for ten years if the case is settled. This is not money the University is paying out but it is less money Murray State will receive from the NCAA. \$750,000 represents the annual average that Murray State receives and the University must be prepared to

handle this adjustment. Although MSU is not listed in the settlement, it will have to pay its share because the University gets a cut of the pie – such as from the NCAA Tournament which is a massive revenue driver behind the NCAA revenue model. More will be known on September 26 when the presiding Judge gets back with the NCAA and the plaintiffs to discuss the semantics and specifics. The Board will be informed as more is learned in the coming weeks and months. Revenue sharing represents a scenario where the institutions outside of the collective, since that is now being challenged, are given autonomy to opt in to distribute up to 22 percent or an average of their revenues. The Big 10, the SEC, the Big 12 and the ACC have all opted in as this settlement comes to a conclusion so if it does come through they will have the ability to participate in those additional benefits to student-athletes up to \$22 million. For institutions that are not at a distribution revenue share of \$22 million, what opting in and out means must be determined. Murray State at this point does not have the option to opt in because there has been no settlement of the House case.

Additionally, for Murray State that number is at this point left up to the University. Opting in doesn't mean an institution has to go up to that number but it means it has the ability to choose where it would like to provide those additional benefits but there are scholarship limits. What is not known is where the case will eventually end. How to prepare for possibilities was discussed and include roster and scholarship limits. As an example, today there is the ability to have 40 members on the Baseball roster with 11.7 scholarship offerings – the maximum that can be provided with a roster this size. In the new model, the roster size will be capped at 34 and the scholarship ability will also be capped at 34. This does not mean the University has to participate at this level but it does mean other universities will have the ability to choose. Tiering of sports programs is being referenced and pertains to how the universities are preparing to add 20 scholarships to their program. Right now, Murray State has a headcount through Title IX rosters of 473 student-athletes. This could result in the University decreasing the number of student-athletes by 60 or so if it chooses to participate at these levels. This is being presented as an informational and awareness item at this point to show how it could affect Murray State – which is why modeling is currently being undertaken. President Jackson added that one big macro issue that has not been resolved is a Title IX issue. There is still a federal Title IX mix in all of this too which has nothing to do with the NCAA because it is outside of their jurisdiction. There is a federal court case related to the Title IX component of this large macro change.

- Director Yantko added that the NIL Collectives continue to be challenged and it is known there is a current injunction in the state of Tennessee with a federal judge that has essentially minimized any governance from the NCAA to regular recruiting with NIL and Collective activity. If the University utilizes the power of autonomy to opt in, it has the ability to go up to \$22 million. The Title IX component and market value of this is going to be challenged after (and if) the House settlement goes through. Right now, the University is in this lawsuit from an antitrust perspective because the student-athletes were not getting a fair distribution of benefits to justify their role on a college campus but this has nothing to do with Title IX in this current settlement. It is believed there will be a lot of heavy dialogue with the Office for Civil Rights on a federal level that will affect Murray State as it continues to work with lobbyists in the University's conference, congressional representatives in Washington, DC, and others. There is a lot more engagement coming from Congress in this space after the November election and it is expected that dialogue will be a heavy burden to many on colleges campuses. The timeline associated with this is currently unknown but could be as early as September 26 if the House reaches a conclusion. Otherwise, the universities will be going to court. The only schools that have chosen to opt in are the autonomy four conference at this point. Murray State will have an opportunity to participate if the House settles but the timeline could be as early as August 2025. The real issue is a decade of work is being squeezed into ten months.
- In terms of preparing for the possibilities, regardless if there is a House settlement, recruiting and revenue generation will remain at the forefront of work being undertaken. Murray State must find ways to elevate revenue in order to compete at this level. The decision was made to develop a plan around the University's North star – basketball. Basketball may not necessarily be the most important sport but it must be first because it supports everything else. When Murray State makes the NCAA Tournament, it cannot quantify the marketing dollars tied to the institution, region and state.
- Over the past year Athletics has been actively fundraising in the private phase of the campaign for the renovation of the CFSB Center and a healthy eight-figure number has been generated from private donations to tie into this venue. Many in Athletics and Facilities Management have worked diligently to help steer this project and develop a shared vision in this arena. A vision of what the manifest would look like for the CFSB Center renovation was presented advancing into the Request for Proposals and bid phases of this process. Murray State currently has no premium experiences available in the CFSB Center or any Athletic venue spaces. An effort is being made to prioritize the entertainment value of the CFSB Center and leveraging philanthropy as part of the process through loge and corner box concepts, courtside seating and the first-of-its-kind Dunker Club on the floor level which will provide recurring revenue for the Athletics Department to reinvest back into certain areas and prepare for possibilities. Renderings were provided to the Board to help reimagine the CFSB Center and will involve a change in the pitch of the venue to transform the space into an electric environment – probably the best in the mid-major level and definitely the best in the Missouri Valley Conference. There will also be retractable seating for the student section that will allow the venue to continue to host events such as Commencement, concerts and Career Fairs in keeping true to



the purpose of the venue with multi-event spaces while creating a transformational experience for game day and leaning into entertainment avenues. A rendering was provided showing a view from the President's Box illustrating LED ribbon boards, courtside Dunker Club space with super suites which will generate significant recurring revenue. Unique cycles of premium seating will be created above the Dunker Club with much more comfortable seating. A rendering of the Dunker Club was also shown and a philosophy of efficient and functional was utilized in developing this space so it is reflective of Racer Nation and Murray State University. Athletics will continue to innovate on campus to attract additional businesses and individuals from the region. This will also provide an opportunity for businesses to entertain during Murray State games because right now that scenario is not possible. Condition or shell space will also be provided to eventually build out one of the largest spaces dedicated specifically for basketball. Consideration will be given to developing areas that provide room for organizational growth to match peers in the MVC as well as meet Murray State aspirations.

- A chart of renovation projected revenue – return on investment – was presented and outlined and included the overall anticipated impact of making these changes. Now that this information has been made public it will be shared more widely with the fan base and other stakeholders. A survey will be distributed soon to obtain feedback on what is being proposed for the CFSB Center renovations and potential that exists for the future. Game day concessions, premium parking lot spaces and LED ribbon board revenue projections were also provided. Updated branding opportunities for the outside of the CFSB Center, as well as other Athletic venues, are also being considered.
- Future modeling opportunities are being considered. Athletics must continue to lean forward in the NIL space as it exists in the current setup today. The University will begin matching its peers in the conversation of providing priority points for our fans who participate by donating or partnering in the NIL space – one point for every \$100. The Excellence Fund also represents a vision for Racer Athletics. This would be funded by premium seating or per seat donation revenues that will be tax deductible like traditional contributions to support revenue share opportunities. Alston Academic Incentive donations and traditional NIL/multi-media rights sponsorships are part of these conversations.
- There is no doubt that student-athletes are the most visible individuals on campus and in the community and they are essentially brand ambassadors. Their impact on the Murray State brand is greater than anyone else's and unique ways to partner with these individuals must be developed. If the University must invest more financially in these individuals, it should also consider doing so via a partnership that enhances the entire campus and creates synergy between student-athletes and the Murray State community. This initiative can evolve and inspire more innovative opportunities and incentivize philanthropy to enhance the entire institution and its initiatives. Currently, the focus is more on money and not enough energy is being dedicated to strengthening the bond between students, alumni, fans and their teams and universities. The time is now for Murray State to step up and be the leaders of the industry that it is which is the overall goal of the work being undertaken.

Appreciation was expressed to Director Yantko and his team for their work in this regard. Regent Shemberger especially appreciates the work that has been undertaken in the Weaver Center. She has noticed a positive change in student-athletes who are showing up for class, being responsible and turning assignments in on time. In terms of what is next relative to programming for the Weaver Center, Director Yantko reported that right now staff are continuing to create an ecosystem where student-athletes are the focus. Any space provided must fit where students want to spend their time in order to incentivize them. One initiative in this regard is providing more refreshment opportunities and this also assists with Title IX. The Dennis Jackson Leadership Program provides opportunities for student-athletes and seminars and Student Advisory Council meetings are held in these spaces.

President Jackson reported that a Program Statement, financial plan, timeline and perhaps renderings with regard to the CFSB Center will be provided to the Board at the December Quarterly Meeting. Chair Owens reported he has toured facilities at other universities with Director Yantko and it is obvious he is very well known. He is also responsible for the complete renovation and transformation of the Missouri State football stadium. He is grateful for President Jackson's leadership in moving to a new conference because, although it represents a significant continued financial commitment, there is an Athletic Director in place to help carry out what is visioned. Director Yanko has raised \$20 million in 24 months and it is this administration's responsibility to support his efforts which will ultimately help enrollment and other facets of University life. Confirmation was provided that consideration is still being given to engaging a consultant to assist with this work. All appreciate the work of President Jackson and Director Yantko in this regard. As the University continues to be competitive in the Missouri Valley Conference, particularly in some sports, salaries are increasing for Coaches and this must be taken into consideration moving into the future.

## Academic Affairs

### Southern Association of Colleges and Schools Commission on Colleges Accreditation Update

Senior Associate Provost Pervine, University Liaison to the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) and a SACSCOC Board member at the regional level for the southeast, reported that Murray State recently went through its on-site visit with SACSCOC. Their visit to campus resulted in no recommendations being made which is a significant achievement. The Annual SACS Conference which will be held on December 10, 2024, will be when the official vote is taken to reaffirm Murray State University's institutional accreditation.

Next steps in the process include preparation of the Fifth-Year Interim Report and the Quality Enhancement Plan (QEP) Impact Report which are due March 1, 2030. The QEP is a critical component of this process. This represents the third QEP for Murray State; the first related to writing and the second was focused on experiential learning. This third QEP in particular is critical because it addresses mental health issues which are a significant challenge today.

Advice to the Board from SACS publications includes exercising fiduciary oversight of the institution. This is where a lot of Boards get into trouble. Some universities are struggling financially and oftentimes this is because the Boards of those institutions do not realize this is their reality until it is brought to light. It is incumbent upon this Board to make sure it is continuing to exercise fiduciary responsibility. This includes listening to the reports provided by Senior Vice President Dudley and others and asking a lot of questions. Advice also includes conducting a regular review of the institution's mission (every five years) and ensuring there is a clear and appropriate distinction between the policy-making function of the Board and the respective responsibilities of the administration to administer and implement policy.

The University has been successful with regard to SACSCOC over the years because there is institutional buy-in at Murray State. Accreditation has been important to the membership of this Board, as well as proceeding Boards, and this body sets that expectation. The Board is encouraged to continue to support the concept of accreditation.

President Jackson expressed appreciation to Senior Associate Provost Pervine for all he has done over the years to ensure a successful SACSCOC accreditation process, as well as his work in other areas. He has done an excellent job and will be missed upon retirement.

### Quality Enhancement Plan

Dr. Jamie Rogers, Professor and Director of the School of Engineering and Dr. Alyx Shultz, Department Head, Agricultural Science provided an update on the Quality Enhancement Plan. Drs. Rogers and Shultz indicated that the implementation phase of the QEP is currently underway and has two main goals. The first pertains to the culture on campus – letting students, faculty and staff know the importance of mental health and connecting them with appropriate resources. One such initiative being utilized is placing yard signs across campus promoting the QEP and available mental health resources. The second goal of the QEP is determining how to start fostering emotional intelligence in these students. The significant program released this year is the Green Bandana Project whereby students will be identified and trained in the fundamentals of mental health. Green Bandana students will also assist with connecting other students who need these services to the appropriate mental health resources. These students will wear a green bandana and/or stickers on their backpacks to identify them as resources for other students to utilize and help direct them to the assistance they need.

President Jackson expressed appreciation to Drs. Rogers and Shultz for their work in regard to the QEP as they have done an excellent job.

### President's Commission on Retention and Persistence

Provost Todd indicated that Assistant Provost Ireland and Director Whaley served as Co-Chairs of the *President's Commission on Retention and Persistence* that was put in place by President Jackson. Assistant Provost Ireland reported that in January the *Commission* was charged with reviewing all processes and procedures in place at the institution which could potentially serve as

barriers to retention. The team worked throughout the spring semester and was comprised of representatives from Academic Affairs, Student Affairs and many of the functional areas, such as the Registrar's Office, as well as from other operating units. Throughout the spring semester the group brainstormed and looked at policies, procedures and processes that could serve as barriers to retention and graduation. This represented a lengthy process which involved many discussions regarding barriers which may exist that the University has no control over. Near the end of the spring semester the *Commission* mapped out a "to do" list. These areas included those with lower impact/lower effort significance, high impact/lower effort suggestions and high impact/high efforts to determine where impact could be made for students. Initiatives which involve lower effort and will require less cultural or institutional change to make an impact occur for students include offering a course in the last five-week part of the term to assist students who need another three-hour course after the second half semester part of the term begins and increasing academic connections at Great Beginnings. Approximately 22 students registered for the course offered. Based on analysis which has been undertaken, it has been determined that these students were much better off having taken the course. High impact or higher effort initiatives involve those that will require multiple years of effort and changes which will affect institutional culture. One such example is the preferred communication method and making sure it meets student needs and how they are accessing information and an application has been developed accordingly. These identified challenges were also mapped out by function and vice presidential areas which would oversee the necessary work. The work being undertaken represents a beginning but it is expected that positive results will be seen with regard to the overall graduation rate for the University. The *Commission* will conclude its work at the end of the academic year but efforts will continue to implement suggestions provided.

Next year, the larger projects that the University hopes to tackle include developing trainings for Academic Advisors that result in earning a certificate/badge and exploring peer mentorship opportunities. Both initiatives were outlined.

President Jackson reported that this work is vital, especially with regard to the Performance Funding Model and Assistant Provost Ireland and her team have done a great job in this regard.

### Regional Campuses

Executive Director of the Center for Adult and Regional Education (CARE) Dan Lavit reported on progress at the regional campuses – Paducah, Hopkinsville, Henderson and Madisonville. The University very much benefits from the great working relationship it shares with the regional community colleges. The regional campuses also serve a growing number of adult students from throughout the region and are comprised of those students who are place, time or financially bound to their community. All love the idea of young students leaving their homes and traveling to Murray to live and learn amongst other young people but the possibility of a residential college experience is not available to some students – such as a working mother whose life circumstances are tied to their community. The CARE mission is to serve these students so they can remain in and improve their respective communities.

Information was provided relative to how the population of students on the regional campuses is helping enrollment growth at Murray State. The enrollment numbers presented represented students taking classes in person, online or through ZOOM. The chart represents a holistic view of credit hour production at the regional campuses. There is continuing demand for online delivery of coursework, as well as an increasingly shrinking supply of in-person classes at the regional campuses. This is a dynamic that the extended campus staff have worked hard to address through recruiting, advising and otherwise assisting in the regional campus communities.

Enrollment comparisons were provided for each of the regional campuses showing where the University was five years ago through the end of the last academic year. There has been steady growth over this period. There were significant enrollment increases at the regional campus sites during the 2020-21 academic year due to COVID when a lot of students returned home or began taking courses online. There has been a 4 percent increase in enrollment at the *Paducah Regional Campus* from five years ago. Karami Underwood serves as Director of the *Paducah Regional Campus* and due to her leadership, the Murray State University building in Paducah receives a lot of community use. Over 4,700 people from outside the University have used the facility over the past year. Occupational Therapy is the University's signature program in this community and that effort was highlighted accordingly. Efforts in regard to the Paducah

Academy for Nonprofit Development and Leadership were outlined, as were program offerings at this facility.

Enrollment declined slightly at the Hopkinsville Regional Campus over the past year but is up approximately 10 percent over the last five years. The Hopkinsville Academy for Nonprofit Development and Leadership is also in place in this community and program offerings at this facility were outlined. There is a full-time Coordinator now in place at the Ft. Campbell campus and she is already growing enrollment. This is the first time the University has had a full-time presence at Ft. Campbell for a while.

The Henderson campus is led by Coordinator Mary Steely and represents the fastest growing regional campus in terms of enrollment with over 15.5 percent growth within the last five years. A new Murray State office is now housed on the Henderson Community College campus in a prominent location.

The Madisonville campus is led by Coordinator Heather Roy and is typically the University's second largest regional campus. There has been a slight dip in enrollment over the past year but it is up about 14 percent overall over the past five years. That campus is also the recipient of the largest new in-person 2+2 program – Electromechanical Engineering Technology – which began this fall at Madisonville Community College. In fall 2024 this campus also had the largest cohort of Social Work students in ten years. This campus is also home for the Doctor of Nursing Practice Program and program offerings at this site were outlined. Flyers were also provided outlining highlights from each of the regional campus locations.

The *Racers Finish* program which began this fall was outlined and is already showing positive success. The marketing campaign alone has netted close to 20 students who showed interest in participating. Many other students have also previously shown interest in *Racers Finish*. President Jackson added that this initiative also assists with an important component of the Performance Funding Model. Executive Director Lavit further reported that credit hour production at the regional campuses is mostly up.

### Academic Program Review

Provost Todd shared with the Board the process utilized by his office in regard to academic program review. This work takes place on a normal, customary basis and program review is undertaken to identify opportunities for new courses, programs, program expansion, program changes, etc. Eleven programs with low enrollments and graduation rates were reviewed during the past few months. Thirty-two academic minors have also been reviewed during this period. Currently, the office is reviewing approximately 250 courses with fewer than nine students. This means when examining Murray State's academic inventory, 91 percent of Murray State courses have more than ten students. An examination of courses taught in the last three years is also underway. If the analyses yields that some courses have not been taught in this timeframe, removal from the academic inventory may be recommended. The programs being examined for creation and/or expansion were outlined, including a new initiative with the University of Louisville which was put in place due to the vision of President Jackson.

A listing of retiring/sunsetting programs that have been (or will be) deleted and are in the process of teaching-out the majors per SACSCOC was provided with the associated degree production for the past two fall semesters. Appreciation was expressed to the Deans and Department Chairs – especially Dean of the College of Humanities and Fine Arts David Balthrop. Several programs in his college have been identified in this regard and which reflects the national trend – especially in regard to certificates and Bachelor of Arts degrees in Japanese, French and German. Also provided was a listing of majors and minors that are sunseting at the end of 2024-25 as recommended by the colleges/schools/departments and the Provost's Office. The associated degree production was also provided for these majors and minors.

Revisions are also being made to several academic programs to better reflect program themes in order to grow these programs and a listing was provided accordingly.

## Strategic Plan

Associate Provost Fister reported that beginning in 2025 a comprehensive Strategic Plan review with recommendations will occur. A Strategic Plan synopsis was provided with highlights and action steps for each of the five pillars. A Strategic Plan scorecard was provided with 27 categories. Only three categories are in yellow, meaning they are still in process, but 90 percent or above are in green which means the goals have been reached or exceeded. Academic Excellence areas to be covered include faculty and staff salaries based on the Evergreen Study and adjusting course/program offerings to best meet student needs. Student Success areas include the Road Scholars program, the Presidential Grant Initiative for Recruitment and Retention and professional advising. With regard to Knowledge to Benefit Society, ways to increase support for tenure-track/tenured faculty engaging in scholarly activities will be considered, in addition to enhancing the faculty/staff work-life balance. The Quality of Life in the Region pillar will focus on increased fundraising from private resources. Performance funding will also continue to be monitored. Murray State received a 54 percent increase in performance funding – the highest in the Commonwealth. As a result of the work of the Performance Funding Work Group, recommendations for 2024 were implemented into law by the Kentucky General Assembly and resulted in this positive outcome for Murray State.

## Adjournment

The Annual Board of Regents Retreat adjourned for a break at 3:20 p.m.

## Reconvene

Chair Owens reconvened the Annual Board of Regents Retreat at 3:35 p.m.

## Finance and Administrative Services

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

Information Systems Director Brian Purcell and Information Security Officer Duane Dycus reported the following:

- In order to remain in compliance with the Gramm-Leach-Bliley Act cybersecurity requirements, an annual 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 Systems and the Information Technology Advisory Committee (ITAC) 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 issued out to employees on a yearly basis. This also provides flexibility to customize the training as needed based on new threats that may develop or changes which are 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 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 the 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.
- 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

that 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 starts occurring at Murray State.

- Another way to improve the University's defenses is through Duo Verified Push – which in some instances is called number matching. Currently when individuals receive a Duo Push, they are just accepting it and are not paying attention to the location it comes from, and it could originate from another country. In the future, individuals will also be required to type in a number. A phased roll out is to be completed by all faculty and staff by the end of fall 2024. A bad actor would now have to convince an employee in some other way to not only press approve on their phone but also enter in the three-digit code they are seeing on their side. This represents an extra step and will be a minor inconvenience.
- Multiple phishing simulation emails are sent to employees through the year as well. Last year a total of 819 such emails were sent and 58 employees submitted their username/password, resulting in a total failure rate of 7 percent. This represents a major improvement from 13 percent the previous year and the goal is to reach under 5 percent. In addition, the phishing simulations sent this year were a lot more convincing and well-designed than those sent in previous years. This proves that the training being provided is working.
- The University hired an entity to try to hack the University as part of penetration testing efforts. The vendor provided a report on how they were able to gain access and the information the University received has been extremely valuable. The third-party vendor conducted an internal network pentest of the University's environment to identify vulnerabilities and weaknesses in security. They were tasked with obtaining the highest level of account credentials, beginning with a basic student account on one computer in the network. After receiving the report, the University is currently mediating some of the vulnerabilities identified. Although the vendor was able to gain the access they were tasked with attaining, they were not able to do so without Information Technology knowing they were doing it due to notifications received. Confirmation was provided that phishing is the number one way attackers get their initial foothold into a network. Eighty percent of attacks can be attributed back to being able to phish someone's credentials and then leverage those to advance into the system. Even if someone can gain access to the network, it is the amount of damage they are able to do that must be protected and this exercise was designed with that in mind. Confirmation was provided that Information Technology staff do know who the employees are who are particularly susceptible to these phishing schemes.

### Facilities Management Update

Director of Facilities Management Jason Youngblood and Angela Lampe, Associate Director of Facilities Design and Construction, provided an extensive overview of capital construction and other projects that are currently underway on campus. The presentation included an outline of the work being undertaken in each of the individual buildings and an associated timeline for completion was included, if available. This work is completed with 53 full-time staff and seven part-time employees and students. In addition to Director Youngblood and Associate Director Lampe, individuals responsible for carrying out this work on campus include Associate Director of Operations Drew Milburn, Assistant Director of Environmental Safety and Health Christina Spicer, Business Manager Lisa Morgan, Contract Manager Jaclyn Morgan and the SSC Operations Director (position currently vacant) and Assistant Director of Grounds for SSC Peter Reimnitz.

An update was provided in regard to 2022-24 Asset Preservation projects that have been completed. The Curris Center interior refresh, CFSB Center cooling tower replacement, Carman Animal Health HVAC unit replacement, Carr Hall emergency generator replacement, Waterfield Library HVAC upgrades Phase II, Doyle Fine Arts stair railings replacement, Regents Hall closets and vanities replacement Phase I and White Hall boiler and air handler replacement and hydronic piping Phase I projects have all been completed.

An update was provided in regard to 2022-24 Asset Preservation projects that are in progress. The Oakley Applied Science renovations; Carr Hall boilers, HVAC and electric; Racer Arena HVAC; Pogue Library HVAC and electric; Doyle Fine Arts boilers and HVAC; Fine Arts Building boilers and HVAC;

Hancock Biological Station HVAC; Biology Building mechanical improvements and CFSB Center building generator projects are all in progress. The White Hall hydronic piping Phase II and HVAC work is scheduled to occur during summer 2025.

An update was provided in regard to 2024-26 Asset Preservation projects which include electrical utility (substation) and infrastructure upgrades, Mason Hall renovations, Central Plant chiller and chilled water improvements, Blackburn window replacement, Wrather Hall window and exterior improvements, Industry and Technology building emergency generator and HVAC upgrades, Wellness Center pool HVAC unit replacement and Building Automation System (BAS) upgrades, education and general building BAS upgrades and Alexander Hall chiller replacement and building improvements were highlighted.

Housing bond projects in progress include Hester Hall chiller replacement, Regents Hall boiler replacement and water-source heat pump unit replacements in Clark, Richmond and Franklin halls.

Projects completed in summer 2024 include Regents Hall vanity and closet replacements on floors 5, 6 and 7 (Floors 8-10 completed summer 2023 and floors 3-4 to be completed summer 2025); Clark Hall painting and flooring; Breathitt Veterinary Center garage construction; parking lot sealcoating and repairs; Doyle Fine Arts stair railing replacements, CFSB Center gutter repairs; campus landscaping and beautification and deep cleaning of housing units.

A map showing the parking plan during and after construction of the new Nursing and Health Professions Building was provided and outlined. Over the summer, seven new ADA parking spots have been added beside Faculty Hall and behind Lovett Auditorium. When the new building is completed, there will be 11 more ADA parking spaces. The parking lot beside Faculty Hall previously had 22 ADA parking spots and once construction is completed there will be 18 ADA spaces. The design process to reconfigure the parking lots on the west side of 16<sup>th</sup> Street is currently underway. It is expected over 100 additional parking spaces will result when this work is completed.

Before and after photos were shown of the different projects outlined above. Other future projects include the School of Nursing and Health Professions building construction, Learning Commons/residential rooms construction, Veterinary Science building construction, future phases for the William “Bill” Cherry Exposition Center, sidewalk replacements and repairs, White Hall hydronic piping Phase II, Regents Hall vanities and closet replacements Phase III and Athletics venue improvement. Photos were provided and outlined related to what is intended with regard to these facilities/enhancements/improvements.

### **2023-24 Staff Perspective Survey Update**

Regent Wilson introduced the Staff Congress Executive Council – Audrey Neal, President and Director of two TRIO Talent Search federal grant programs; Jeremy McKeel, Vice President and Manager of Digital Media Services and Tressa Ross, Treasurer and Recruitment/Retention Coordinator, College of Education and Human Services.

Regent Wilson reported that out of approximately 600 staff on campus, 55 percent responded to the Staff Congress Staff Perspective Survey. The survey was administered before the salary adjustment recommended by Evergreen Solutions was implemented and this is reflected in the remarks received. What is being presented today represents what the leaders of Staff Congress are hearing from staff across campus and may not necessarily reflect their own views.

The Board was provided with a copy of the full results of the survey, including all comments, but the following major themes were highlighted by the Executive Council:

- The Staff Perspective Survey is administered every year. It was administered in the early spring of this past year – January 26 – February 9. The response rate was 55 percent as stated earlier and this is the highest rate since 2018 (335 staff members participated). Sixty-one percent of the respondents have been employed with the University for six years or more.
- The number one comment received in response to the survey related to salary/pay. This is a theme that recurs every year the survey is administered. It is also known that the survey was administered prior to the release of the results of the Evergreen Study and implementation of Phase I. The Staff Congress Executive Council plans to connect with staff starting this fall to collect feedback about the implementation of Phase I of the compensation study and continue to gauge and monitor the reactions to what is occurring in this regard.
- The second major theme which emerged pertained to benefits. The survey was administered before the COLA increase and Evergreen Study Phase I implementation and at that time staff were concerned about the increase in insurance cost. Staff indicated they would like for the Board to look at different ways to have additional added benefits such as Wellness Center membership and

expanding the ability to use course waivers. The Wellness Center benefit was brought up consistently during work-life balance conversations and strengthening that benefit would be helpful. Staff also felt as though sometimes they are not truly appreciated, especially due to cuts and reductions that have occurred. One of the main goals of the work of Staff Congress is to identify ways to help staff feel more appreciated. The employee-supervisor role was also a key theme which emerged from the results of the survey. It is believed supervisor training needs to continue and training for staff on better ways to do their jobs should be developed.

- The Staff Perspective Survey is anonymous and, as a result, individuals feel free to say whatever it is they want to say. The negative to anonymity is that it is unclear which areas house the situations that are of concern to those staff members. Comments were made about the toxicity of the work environment, favoritism and nepotism in certain departments and hostile environments. All responses received were provided to the Board.
- Another major theme which emerged from the Staff Perspective Study related to remote and flexible work options. Some staff believe a more consistent option is needed for remote work or they would like to see implementation of a flexible work schedule through the summer as an example. There were numerous comments received about weather closures and concerns about safety and particularly the idea that some staff are required to be on campus and if they cannot make it they must use a vacation day while their fellow employees who are not deemed essential still receive weather pay even though they do not come to campus. There is perceived inequity in this regard.
- The final major theme which emerged relates to working conditions. As the Facilities Management report just highlighted, the administration is working to address some of these concerns through renovations and replacements. The issue raised by staff most was primarily focused on the inability to regulate heat and air conditioning in some buildings. Also mentioned was the physical structure of the building itself. Staff are looking for short-term solutions which might improve their working conditions until larger projects can be completed by Facilities Management. In some cases, the work that needs to be done is providing more education and having conversations in this regard and determining how to work with the appropriate agencies to make changes happen.
- The goal of Staff Congress is always to work with the Board of Regents and the administration to make sure there is two-way communication and making sure all are working to protect and better staff. Staff provide a vital role in making campus life what it is for students and families and they should be provided with the best work environment possible so they can continue to undertake this work.
- Another Staff Perspective Survey will be administered in January 2025. All appreciate the opportunity to present the concerns of staff to the Board of Regents and administration.

Regent Wilson reported that he has been a member of Staff Congress for the last ten years. There was a Retreat held recently and the current Staff Congress membership is one of the most engaged groups he has been involved with. They all want to do something to better staff and Murray State. He appreciates the work they have put in and what they are going to be able to accomplish for staff this year.

Chair Owens reported that he read each one of the staff comments in the Staff Perspective Survey report provided to the Board. It is concerning to him that some individuals said their work environment was toxic. He asked whether that individual or individuals contacted their supervisor or another person in authority because being anonymous is one thing but if a staff member feels that they are in an environment they think is unhealthy, the only way that can be corrected is to make individuals who are in a position to correct the situation aware. Regent Wilson reminded the Board that Title IX training is required to be completed by all employees and outlines the requirements in this regard and where to seek assistance. All must also work to ensure perception and reality are as close together as possible. Human Resources is involved in this work to ensure staff know that office is a resource and will do something if made aware of a harmful environment.

Chair Owens expressed appreciation to Staff Congress leadership for taking time to present to the Board today.

### **Other Business/Adjournment**

There being no further business to come before the Board, Chair Owens indicated the Annual Board of Regents Retreat stands adjourned. Adjournment was at 5 p.m.

  
Secretary Jill Hunt

  
Chair Leon Owens