

**Minutes of the Quarterly Meeting of the Board of Regents  
Murray State University  
December 3, 2021**

**Call to Order/Roll Call**

The Murray State University (MSU) Board of Regents met on Friday, December 3, 2021, in Quarterly and Committee Session in the Pogue Library Jesse Stuart Room on the Murray State University campus. Chair Eric Crigler called the meeting to order at 8:30 a.m. and welcomed those joining the meeting in person and via livestream. The roll was called and the following Board members were present: Sam Aguiar, Eric Crigler, Jessica Evans, Robbie Fitch, Virginia Gray, Leon Owens, Ian Puckett, Lisa Rudolph, Melony Shemberger, Don Tharpe and Tom Waldrop. Absent: none.

Others participating in the meeting were: Robert L (Bob) Jackson, President; Jill Hunt, Senior Executive Coordinator for the President, Coordinator for Board Relations and Secretary to the Board; Tim Todd, Provost and Vice President for Academic Affairs; Jackie Dudley, Vice President for Finance and Administrative Services and Treasurer to the Board; Don Robertson, Vice President for Student Affairs and Enrollment Management; Robert Miller, General Counsel; Jordan Smith, Executive Director of Governmental and Institutional Relations; Shawn Touney, Executive Director of Marketing and Communication; Information Technology staff and members of the general public and news media.

**AGENDA**

1. **Call to Order** **Chair Crigler**
2. **Roll Call** **Secretary Hunt**
3. **Swearing-In Ceremony – Dr. Jessica Evans** **Judge Jamie Jameson**
4. **Consent Agenda** **Chair Crigler/President Jackson**
  - A. **Minutes of the Board of Regents Retreat on September 2, 2021, and Quarterly Meeting and Committee Meetings on September 3, 2021\***
  - B. **Report of the Registrar\*  
(August and December 2021 Conferral of Degrees)**
  - C. **Academic Excellence and Scholarly Activities Committee**
    - 1) **University Appeals Board Appointment\***
  - D. **Audit and Compliance Committee (For Information Only)**
    - 1) **Office of Internal Audit – Internal Audit Work Status Report**
    - 2) **Office of Internal Audit – Summary of Presidential Travel Report**
  - E. **Enrollment Management and Student Success Committee**
    - 1) **Fall 2021 Enrollment Final Synopsis (For Information Only)**
  - F. **Finance Committee**
    - 1) **State Endowment Match Program Annual Report\***
    - 2) **Personal Services Contracts – Schedule of Expenditures (For Information Only)**
  - G. **Personnel Changes**
    - 1) **Staff Leaves of Absence without Pay\***
5. **Report of the Chair** **Chair Crigler**
  - A. **New Regent Recognition (For Information Only)**
6. **Report of the President** **President Jackson**
7. **Report of the Treasurer\*** **Vice President FAS Dudley**  
(Quarterly Financial and Investment Reports)
8. **Board Development – SSC Update (For Information Only)** **VPFAS Dudley**

**9. Committee Reports/Recommendations**

- A. Audit and Compliance** **Vice Chair Tharpe**
- 1) **Audited Financial Statements – General\***
    - a. **Report to Governance on the Results of Annual Independent Audit**
    - b. **Required Auditor Communications (includes Representation Letter)**
    - c. **Independence/Peer Review Letter**
    - d. **House Bill 622 Compliance Report for the Year Ended June 30, 2021**
    - e. **Kentucky Lease Law Compliance Report for the Year Ended June 30, 2021**
    - f. **General Financial Statements for the Year Ended June 30, 2021**
  - 2) **Audited Financial Statement – Federal Funds\***
    - a. **Single Audit Report for the Year Ended June 30, 2021**
  - 3) **Annual Audit Report – Athletics\***
    - a. **National Collegiate Athletic Association Independent Accountant’s Report on Application of Agreed-Upon Procedures for Intercollegiate Athletics for the Year Ended June 30, 2021**
  - 4) **Annual Audit Reports – WKMS-FM\***
    - a. **Required Auditor Communications**
    - b. **Audited Financial Statements for the Year Ended June 30, 2021**
  - 5) **Annual Audit Contract Renewal\***
- B. Academic Excellence and Scholarly Activities** **Regent Shemberger**
- 1) **Center for Computer and Information Technology Name Change to Cyber Education and Research Center (Cyber Center)\***
  - 2) **Southern Association of Colleges and Schools Commission on Colleges Reaffirmation of Institutional Accreditation Update (For Information Only)**
  - 3) **Academic Affairs Overview (For Information Only)**
- C. Athletics** **Chair Crigler**
- 1) **Personnel Changes – Contracts of Employment Amendments – Head Coaches and Assistant Coaches:**
    - a. **Assistant Volleyball Coach – Alison Hrusovsky (For Information Only)**
    - b. **Assistant Strength and Conditioning Coach – John Michael Clay (For Information Only)**
    - c. **Head Women’s Soccer Coach – Matt Lodge\***
    - d. **Head Women’s Volleyball Coach – David Schwepker\***
    - e. **Assistant Soccer Coach – Paul Cox\***
- D. Buildings and Grounds** **Regent Fitch**
- 1) **Facilities Update (For Information Only)**
  - 2) **Disposition of Structure – 1004 Waldrop (Building #0109)\***
  - 3) **Disposition of Structure – Springer II Residence Hall (Building #0005)\***
- 12 noon (approx.)** **Break for Lunch**
- 1 p.m. (approx.)** **Reconvene**
- E. Enrollment Management and Student Success** **Regents Rudolph and Puckett**
- 1) **Enrollment Update – Winter Term 2021 and Spring and Fall Semesters 2022 (For Information Only)**
- F. Finance** **Regent Owens**
- 1) **Public-Private Partnership Update (For Information Only)**
  - 2) **McCracken County Bond Refinancing\***
  - 3) **Projects Approval\***
  - 4) **Personal Services Contracts\***
- G. Legislative and Economic Development** **Regent Gray**
- 1) **Legislative Update Report (For Information Only)**

## H. Marketing and Community Engagement

Regent Waldrop

NOTE: Full Board action will follow Committee action.

### 10. Policy Changes

President Jackson

- A. Revised *Board of Regents Policy Manual – Section 6.6 – University Standing Committee System* (second reading)\*
- B. New *Personnel Policies and Procedures Manual Section IV P – Paid Parental Leave Policy and Resulting Changes to Section IV C – Sick Leave Policy and Section IV M – Family and Medical Leave Policy* (first reading)\*

### 11. Supplemental Materials (For Information Only)

President Jackson

- A. “Good News” Report (Winter 2021)
- B. Quarterly Branding, Marketing and Communication Report (July – September 2021)
- C. Sponsored Programs – Grants and Contracts Report

### 12. Other Business

Chair Crigler

### 13. Adjournment

Chair Crigler

(\*Requires Board of Regents Action)

### Swearing-In Ceremony – Dr. Jessica Evans, conducted

The staff of Murray State University elected Dr. Jessica Evans, Director of Assessment and Accreditation in the College of Education and Human Services as Staff Regent on the Murray State University Board of Regents to replace Regent Phil Schooley due to his untimely passing. Circuit Court Judge Jamie Jameson administered the Kentucky Constitutional Oath of Office, pursuant to Section 228, to Regent Evans and she was welcomed to the Murray State University Board of Regents. Dr. Evans received a round of applause and appreciation was expressed to Judge Jameson.

### Consent Agenda Items, approved

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

- Minutes of the Board of Regents Retreat on September 2, 2021, and Minutes of the Quarterly Meeting and Committee Meetings of the Board of Regents on September 3, 2021\*
- Report of the Registrar (August and December 2021 Conferral of Degrees)\* (See Attachment #1)
- Academic Excellence and Scholarly Activities Committee – University Appeals Board Appointments\*

As stated in *Section 6.6* of the *Board of Regents Policy Manual*, decisions of the University Judicial Board may be appealed to the University Appeals Board. Decisions involving disciplinary suspension or expulsion are automatically appealed to the University Appeals Board. The nine-member University Appeals Board consists of six faculty members and three students. It was recommended that the Board of Regents, upon the recommendation of the President of the University, appoint faculty member Elizabeth Gordon from the School of Nursing and Health Professions to the University Appeals Board from the present until her term expires June 2023. (Dr. Gordon is completing the term of Jeremy Erdmann who resigned from the University.)

- Audit and Compliance Committee – Office of Internal Audit – Internal Audit Work Status Report (For Information Only)
- Audit and Compliance Committee – Office of Internal Audit – Summary of Presidential Travel Report (For Information Only)

- Enrollment Management and Student Success Committee – Fall 2021 Enrollment Final Synopsis (For Information Only)
- Finance Committee – State Endowment Match Annual Report\* (See Attachment #2)
- Finance Committee – Personal Services Contracts – Schedule of Expenditures (For Information Only)
- Personnel Changes – Staff Leaves of Absence without Pay\*

Murray State University offers a variety of excused staff leaves without pay such as family medical leave, military leave, educational leave, a personal leave or a general leave of absence. Conditions and requirements of the specific types of leaves are defined in the Board-approved *Personnel Policies and Procedures Manual*. The requested Staff Leaves of Absence without Pay that have been processed as of November 5, 2021, are listed below:

<u>Name</u>	<u>Department</u>	<u>Effective Date</u>
Donovan Alexander	University Parking	09/23/2021-09/24/2021
Clara Bearsby	Teacher Education Services	09/01/2021 09/28/2021
Rebecca Billington	University Libraries	07/08/2021-07/09/2021
Melanie Brandon	Breathitt Veterinary Center	07/26/2021-10/15/2021*
Kaitlyn Burzynski	Graduate Admissions	10/29/2021-11/04/2021
Samantha Colon	Adolescent, Career and Special Ed	08/19/2021-10/01/2021
Amy Dale	Bursar's Office	11/30/2021-12/15/2021
Kevin Doyle	Facilities Management	07/26/2021-07/30/2021 08/05/2021-09/13/2021 09/24/2021
Renee Foellger	Student Financial Aid	08/04/2021-09/17/2021
Jeremy Gosser	University Libraries	09/10/2021
Jerome Lee Hicks Jr.	Facilities Management	07/08/2021 07/19/2021 07/21/2021-07/26/2021*
Steven Mathis	Facilities Management	07/29/2021
Carrie McGinnis	Alumni Relations	07/22/2021-07/30/2021
Mallory Moore	Breathitt Veterinary Center	08/02/2021-08/16/2021
Lee Ann Roberts	University Libraries	10/04/2021-10/06/2021
Christopher Toeller	Scholarship Office	09/02/2021-09/30/2021*
Anna-Marie Ulrich	Undergraduate Admissions	07/09/2021 07/14/2021-07/15/2021 07/21/2021-07/22/2021
Susan White	University Libraries	10/19/2021
Christie Woods	Center for Adult and Regional Ed	09/21/2021 09/30/2021 10/06/2021

\*Intermittent Leave

Regent Shemberger moved that the Board of Regents, upon the recommendation of the President of the University, approve the action items on the Consent Agenda as submitted. Regent Aguiar seconded and the motion carried unanimously.

### **Report of the Chair, received**

Chair Crigler welcomed new Board member – Dr. Jessica Evans – who will serve as Staff Regent. Dr. Evans is the Director of Assessment and Accreditation for the College of Education and Human Services at Murray State University. She earned the Ed.D. in Educational Psychology and Technology with a concentration in Higher Education Learning from The Chicago School of Professional Psychology. After completing her undergraduate studies at the University of Phoenix, Dr. Evans attended Murray State University where she received both a Master of Science degree in Organizational Communication and a Master of Science degree in Human Development and Leadership. She is a native of Memphis, Tennessee.

Dr. Evans currently serves on the Board of Directors for Amnesty International USA, the world's largest non-partisan grassroots human rights organization, and is a member of the Steering Committee for Human Rights Educators USA. Dr. Evans previously served as the Board Chair for the Western Kentucky American Red Cross where she was awarded the Clara Barton Award for Meritorious Volunteer Leadership. Dr. Evans also served as the inaugural Vice Chair for the City of Murray Human Rights Commission.

Dr. Evans has served as a member of the Murray State University Staff Congress for eight years, holding the roles of Vice President and Treasurer during her tenure. She established the *Kay R. Hays Staff Professional Development Fund* to support Murray State staff members in pursuing professional and career development while supporting the mission of the University. In 2020, Dr. Evans was recognized by the Murray State University Alumni Association as a member of the inaugural class of "Top 22 Under 40."

Dr. Evans was elected by her peers to fill the unexpired term of Regent Phil Schooley and her term will expire in June 2024. On behalf of the Board of Regents, Chair Crigler welcomed Dr. Evans. Regent Evans received a second round of applause.

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

President Jackson expressed congratulations to Regent Evans and welcomed her to the Board. She will do a good job and will enjoy this service.

There are many initiatives underway to attempt to return to the "new normal" and those will be outlined later. Appreciation was expressed to faculty, staff, administrators and students. It has taken everyone working together to ensure a positive experience for students and all should be proud of their efforts. Whether it is teaching and learning opportunities, campus and student life activities, athletics, facilities/campus enhancements or health and safety issues, all have contributed in positive and meaningful ways. Appreciation was expressed to everyone for their efforts on behalf of Murray State University.

Photographs were shown from Homecoming. A record number of tents were set up for Tent City and Director of Alumni Relations Carrie McGinnis and her staff did a wonderful job planning the event. A photo of the groundbreaking ceremony for the new National Pan-Hellenic Council Plaza to be built on campus was shown. The Plaza will include the Divine Nine, representing the nine national, historically black fraternities and sororities on campus. An initiative such as this has been discussed for over 20 years and renderings for the project were provided. Many Regents attended the groundbreaking and appreciation was expressed for their support. The National Pan-Hellenic Council Plaza will represent a nice addition to the Murray State University campus. Retired Professor Pam Matlock was recognized as the 2021 Outstanding Alumna from the College of Education and Human Services. Dr. Matlock has dedicated her entire life to public education. A photo was also shown from the 65<sup>th</sup> Anniversary of Desegregation Ceremony. In 1955, Mary Ford Holland from Kuttawa, Kentucky, came to campus. Several Regents also participated in this ceremony. There were 39 different events during Homecoming Week – a record number.

Since the last Quarterly Meeting of the Board of Regents, the University has received a number of accolades. Highlighted was recognition by *U.S. News & World Report* for over 30 years. Students on campus this fall hailed from 47 states, 50 countries and nearly every county in the Commonwealth. All are proud of the diversity of the student body and the value that adds to campus. There are approximately 75,000 Murray State alumni from around the world. Murray State was also recognized by *Washington Monthly* as a "Best Bang for the Buck" and by *Money* magazine for a high-quality education at the best value, especially in Kentucky and the multi-state region. Last year the University awarded a record \$115 million in financial aid and scholarships to students. For incoming students last year, 99 percent received some type of financial aid. The University was also recognized by *Forbes* magazine as one of America's Best College Values – an accolade Murray State has enjoyed for over 12 years. *Forbes* also recognized MSU in 2021 as one of the Best Employers in Kentucky for benefits offered and the climate provided for faculty, staff and student employees. There were only two public institutions of higher education in the state to receive this recognition.

It has been a busy fall semester and a report will be provided by SSC relative to custodial and grounds services they provide. Appreciation was expressed to SSC and the MSU Facilities Management team for work that has been undertaken on campus. It is hard to believe that only two years ago during the Christmas holiday the final agreement with SSC was negotiated and finalized. An update will be provided later on public-private partnerships (P3) in regard to residential housing. A large stakeholder committee is making excellent progress in this area. Appreciation was expressed to the Vice Presidents; Director of Facilities Management Jason Youngblood; Executive Director of Auxiliary Services David Looney; Associate Director of Facilities Design and Construction Angela Lampe; Director of Housing and Residence Life Dr. David Wilson and others who have spent a great deal of time focusing on housing needs on campus and determining next steps. A recommendation will be brought to the Board at the next Quarterly Meeting in regard to next steps. Final negotiations are underway with three interested firms pursuing the feasibility of undertaking this work.

Dr. Jackson reported that a great deal of work has been undertaken with regard to academic excellence and scholarly activities, under the leadership of Provost Tim Todd. Appreciation was expressed to Dr. Todd, his staff, the Deans and faculty for their good work. The December Board meeting focuses on a great deal of audit and compliance activity and how the University is performing financially. Appreciation was expressed to Vice President Dudley and Ellen Dale, Director of Accounting and Financial Services, and their respective staffs. They spend a great deal of time working with the external auditors. President Jackson recognized Mrs. Dale who is retiring after 28 years of service to the institution. Mrs. Dale was thanked for her many years of service to Murray State University and received a round of applause. There are many activities underway with regard to athletics and appreciation was expressed to Director of Athletics Kevin Saal, his staff and Coaches for their work in this regard. In a few weeks the Legislative Budget Session begins and represents an important undertaking. Bills and activities that could impact Murray State are being monitored closely. The Legislative Session will run through April 15 and an update in this regard will be provided.

Appreciation was expressed to Provost Todd; Dean of the Hutson School of Agriculture Tony Brannon; Assistant Dean Brian Parr; Coaches; faculty and staff and students for their efforts with regard to the MSU Rodeo program. The Rodeo program has a long history at Murray State University and has been recognized as a Program of Excellence for many years. Over the past couple of years, a refocus has been undertaken in regard to Rodeo and equine programs at MSU. A program review was conducted, a new Strategic Plan was developed and implemented and funding has been raised privately through a new organization – Friends of the Rodeo – that was formed. Appreciation was expressed to Regent Gray for her assistance, hard work, attention and donation to the Rodeo program. Regent Gray and her family are very active in this area and her daughter will be participating in a national rodeo competition in Las Vegas, Nevada, soon. She is the only individual from the Commonwealth who will be performing in this national competition. Regent Gray's advice and counsel have been invaluable in this particular area. The Rodeo program is important for recruitment as well. Murray State has one of few Rodeo programs in this part of the country. Students from all over the country travel to Murray State for the Rodeo program. Participant numbers are steadily increasing and new scholarship programs have been added to increase talent. Some students have even been recognized on the national level. Part-time Assistant Coaches have also been added to the programming staff and the University has hosted clinics. There are 62 paid members of Friends of the Rodeo. The University hosted a major Rodeo event in November at the William "Bill" Cherry Agricultural and Exposition Center. There were 19 colleges and universities represented on campus with 419 contestants. There has been a 75 percent increase in attendance since pre-pandemic numbers. A large replay monitor has been added in the arena. On one night of the Rodeo, 300 prospective students were in attendance for recruiting purposes. A highlight video from that Rodeo was shown. A round of applause was given to all involved. Regent Gray expressed appreciation to Drs. Brannon and Parr; Director of Development for the Hutson School of Agriculture Abby Hensley and Mr. Touney for their work. Rodeo is a culture and participants live it every single day. All are appreciative of the additional assistance and extra attention received and look forward to the next few years.

Selected academic highlights include a \$554,750 grant for first-generation students and the ribbon-cutting for the Center for Autism Spectrum Disorders. A Murray State faculty member is one of the leading experts in the field of autism spectrum disorders and has been instrumental in establishing the Center. Dr. Bommana Loganathan, Professor of Chemistry, was accepted into

the Fulbright Specialist Program and Dr. Kim Bellah, Professor of Agriculture Education, was named Kentucky Educator of the Year by the Kentucky Association of Career and Technical Education. There is also an antiquities loan in Pogue Library from Mark Gibbons from England. Many of these antiquities are from the Roman era and are impressive. Appreciation was expressed to Dr. Kathy Callahan, Chair of the Department of History, who helped facilitate this loan. Due to the efforts of faculty and staff to date, \$9.7 million in federal and state grants were received in fiscal year 2020-21 – up 31 percent over the previous fiscal year. Appreciation was expressed to all for their efforts in this regard. A ribbon-cutting was also held during Homecoming Week for the Makerspace area in Waterfield Library. Appreciation was expressed to Interim Dean Cris Ferguson and Interim Assistant Provost and Director of Online Programs Ashley Ireland and others who assisted with this endeavor. Makerspace will facilitate teaching and learning and assist faculty and staff to further improve learning. Also during Homecoming Week, the Rudolph Equine Education Center at the West Farm was dedicated. Drs. Jim and Holly Rudolph, long-time Professors at Murray State, have given of their time and treasure and were appropriately acknowledged. The MSU Jazz Ensemble Concert, led by Director of Jazz Studies and Associate Professor of Music Dr. Todd Hill, was also held for the first time in 18 months. Director of Choral Activities and Professor of Music Dr. Bradley Almquist and students provided holiday musical performances across campus yesterday. The day before Murray Elementary School students also visited Wells Hall and provided a holiday performance. Last evening the Board was entertained by several Murray State student members of Sigma Alpha Iota who performed at Oakhurst.

Appreciation was expressed to all in the Enrollment Management arena. The team has worked diligently to support this important aspect of the University. Their good work has and will continue to pay dividends and they are very much appreciated.

The Presidential Lecture will be held on February 23, 2022, in the CFSB Center and will feature Keynote Speaker W. Earl Brown. Mr. Brown will be the first Murray State alum to be a Presidential Lecture speaker. Mr. Brown is Murray State's most successful actor, writer and producer with over 150 credits to his name. Selection of the Presidential Lecture Keynote Speaker was undertaken in close consultation with Student Regent Ian Puckett.

Photographs of a recent visit to Henderson were presented. While there, President Jackson visited the high school and the community college, met with Henderson Community College President Jason Warren and was the Keynote Speaker for Rotary. Former Student Regent J. T. Payne is a teacher at Henderson County High School and introduced President Jackson to several students who will be coming to Murray State next fall. Director of the *Henderson Regional Campus* Heather Roy and her staff do an excellent job in Henderson.

Appreciation was expressed to Regent Puckett for passing a Resolution at the first Student Government Association meeting this year to place a goal in front of faculty, staff and students of having an 80 percent vaccination rate to ensure the campus is safe and healthy. Today, 72 percent of faculty and staff have been vaccinated and the anticipated rate for students is 63 percent. This process represents voluntary reporting of vaccination status. It is anticipated there are even more faculty, staff and students who have been vaccinated but have not yet uploaded their cards into the system. Efforts will continue in this regard. Appreciation was expressed to Mr. Smith and the Vice Presidents who have spent a great deal of time working with Health Services on campus to provide a vaccination clinic.

Appreciation was expressed to the Work-Life Balance Task Force, chaired by Dr. Claire Fuller, Dean of the Jones College of Science, Engineering and Technology. The Task Force was comprised of faculty, staff and students. This group has worked over the past 18 months to make recommendations to the administration. The Board will be asked to take action on one of those recommendations today. Appreciation was expressed to Director of Human Resources Courtney Hixon and her team for their work to develop the Racer Family Network which connects students and faculty and staff who want to be caregivers with individuals at Murray State who need those services. There are currently over 40 participants in the Racer Family Network. The Board will be asked to consider a proposed Family Leave Policy for new parents of newborns or adopted children. This represents an important recruiting tool, particularly for faculty and staff. Those having children or adopting children are younger faculty and staff and typically they do not have accrued sick and vacation time and this will help recruit those individuals.

The new Chair of the Buildings and Grounds Committee, Regent Robbie Fitch, has visited many facilities on campus and many other Regents also participated in those tours. A great deal of time was spent looking at locations on campus a lot of people never get to see. The campus grounds look great and SSC has received national awards in this regard. Appreciation was expressed to Vice President Dudley, Mr. Youngblood, Associate Director of Grounds and Custodial Services Rick Grogan, Mrs. Lampe, Building and Maintenance Superintendent Jamie Miller and the entire Facilities Management team. The photograph provided includes Murray State student Page Noble who was responsible for overseeing the growth and care for the mums in the photo and helping to locate others as appropriate across campus. Page is a graduating senior and has done an excellent job at Murray State. She has already secured employment at the Missouri Botanical Garden – one of the finest such operations in the country. SSC representatives will make a presentation to the Board later today. They have done a fantastic job over the last couple of years.

The “Show Us How You Lovett” campaign, under the direction of Executive Director of Development Tina Bernot, is ongoing. Appreciation was expressed to Dr. Bernot, Director of Annual Giving Christian Barnes, Director of Development JP Paul and the entire team for their efforts to help raise additional private monies through this seat-naming campaign to further enhance Lovett Auditorium. This Board has already designated funds to take care of Phase 1 and II work in this facility and these projects are proceeding well.

Murray State University’s centennial will be commemorated in 2022 and activities are underway in this regard. The University was founded in 1922 and development of a centennial book – The Finest Place We Know – is in process. The planning work that has been undertaken over the past year is appreciated. A number of individuals have worked hard to develop events and activities that will appropriately celebrate the University’s centennial. Appreciation was expressed to Dean Ferguson and Mr. Smith who served as co-Chairs of the work group. Special Exhibits and Collections Librarian Jeff McLaughlin, Library Specialist Sarah Hardaway and President Jackson served as the authors for the centennial book and have spent a lot of time writing, editing, critiquing and finding the right photographs to be used in the publication. Lacy Risner is the Graduate Assistant who has also worked on this project and there is a Steering Committee comprised of Ms. Hunt; Executive Director of Institutional Diversity, Equity and Access/Title IX Coordinator Cami Duffy; Mrs. McGinnis and others. Appreciation was expressed to all for their efforts. The University Press of Kentucky will publish the book and the final editing process is underway. The centennial will also have a related website which will provide dates for celebration events. Regents were encouraged to participate in as many events as possible.

Dr. Jackson reported that last evening, the Regents presented him with a wonderful, special and meaningful gift. The gift was Chair Crigler’s idea and is one of the most special gifts he has ever received. It represents artwork made by a local artist portraying Dr. Jackson sitting and talking with Dr. John W. Carr – this institution’s first President. The gift means a great deal to him and his wife Karen, especially going into the centennial year. Over the past 20 months there have been many days where he wished he could seek the advice of Dr. Carr and Dr. Rainey T. Wells. Appreciation was expressed to all for this fine gift.

Commencement will be held on December 11, 2021, beginning at 10 a.m. in the CFSB Center. During the ceremony, alumnus Jerry Shroat will be recognized and honored with the presentation of the Honorary Doctorate of Humane Letters. Approximately 1,000 graduates from fall and winter are expected to participate. This represents the end result of everything Murray State University strives to do. Appreciation was expressed to Provost Todd, his staff and the Registrar’s Office for organizing a wonderful event every year.

### **Report of the Treasurer (Quarterly Financial and Investment Reports), accepted**

Vice President Dudley recognized and thanked Mrs. Dale as this will be her last Board meeting before retiring. She has been an asset to the institution from the time she started working in the Accounting and Financial Services Office. She then moved to the MSU Foundation and eventually transferred back to Accounting. The financial reports presented each quarter and annually are prepared mainly by Mrs. Dale. Mrs. Dale received a round of applause.



Vice President Dudley reported the following:

- The dashboard provided in the eBoard book represents the first three months of the fiscal year. In order to make accurate predictions, a three-year trend analysis is utilized to determine actual performance relative to budget.
- Cash is up and there has been a fluctuation in net position primarily due to additional federal grants, including those received through Coronavirus Aid, Relief and Economic Security (CARES) Act initiatives over the past year. These represent one-time increases and the funds will be used throughout the year as the University has added expenditures – such as testing and purchasing additional masks and equipment. Federal funds are the primary reason for the cash increases.
- Accounts receivable and working capital numbers are constant and have been for the past three years. The increase in net position is due to when year-end numbers were booked for pensions, the University's liabilities for the pension went down so there was a credit expenditure (or reduction of expenditures) at June 30. June 30 is when the fiscal year changes. The pension adjustment wasn't included in the first quarter of last year. It is included in the first quarter of this year. This represented a significant change at year end that will remain until the next year end in 2022. This represents the biggest fluctuation in numbers.
- Revenues – education and general and overall – remain constant compared to prior years. Fluctuations are related to federal grant dollars received, not just for COVID, but also some student grant monies. Education and general and auxiliary expenses as a percent of budget illustrate where the University is in terms of spending its budget. The University is currently at 21 percent in spending its expenditure budget which is comparable to the last two years at this time. Auxiliary expenditures are also comparable to prior years.
- All balance sheets provided show a change in net position related to pension numbers posted at June 30. An explanation and details relative to the quarterly report were also provided. Confirmation was provided that the University has not received all COVID dollars. For the last round of federal dollars provided, the University has approximately \$5 million remaining that has not yet been drawn down but those monies will be for lost revenues when compared to pre-COVID numbers. Approximately one-half of student grant funds have not yet been received (\$4.2 million) and the University will be drawing down these dollars once they have been distributed for the Spring 2022 Semester. At that point all federal funds will have been expended. The University received slightly over \$9 million as part of the third phase of CARES funding. Approximately one-half of this amount was distributed for the fall semester based on student income level and need. Students have been notified that the second phase of this funding will be awarded in mid-January. If they qualified during the Fall 2021 Semester, students can continue using these funds for the Spring 2022 Semester.

Vice Chair Tharpe moved that the Board of Regents, upon the recommendation of the President of the University, accept the quarterly unaudited Financial and Investment Reports for the period of July 1, 2021, through September 30, 2021, as presented. Regent Fitch seconded and the motion carried unanimously.

(See Attachment #3)

#### **Audit and Compliance Committee**

Don Tharpe – Chair

Sam Aguiar

Eric Crigler

Jessica Evans

Lisa Rudolph

Vice Chair Tharpe called the Audit and Compliance Committee to order at 9:30 a.m. and reported all other members were present.

Ms. Dudley reported that the Audited Financial Statements have been prepared by an independent external auditing firm – Dean Dorton Allen Ford, PLLC (Dean Dorton) – and address state and federal requirements. Appreciation was expressed to Mrs. Dale and her staff for their assistance completing the audits.

The General Financial Statements and the Independence Letter are distributed as required to the State Auditor of Public Accounts and the Finance and Administration Cabinet. The House Bill 622 Compliance Report is submitted to the State Auditor of Public Accounts and the Kentucky Lease Law Compliance Report is submitted to the Council on Postsecondary Education (CPE). Contained within the Presentation of the Results of the Annual Audit Report, the Management Letter complies with the SAS 112 auditing standard which requires written communication regarding control deficiencies found during the audit. The Representation Letter, also incorporated in the report, provides confirmation by management regarding the fairness of

various financial statement elements and acknowledging that the accuracy of the statements is the primary responsibility of management. The Single Audit Report (Federal Funds) will not be available for this meeting as the U.S. Office of Management and Budget (OMB) Compliance Supplement providing reporting guidelines for the CARES funding has not been released.

Dean Dorton representatives Megan Crane, Associate Director of Assurance, and Andrew Harris, Manager, joined the Board. The following highlights from the Report to Governance on Results of Annual Independent Audit were presented:

- The required auditor communications state that Dean Dorton performed audits for the year ended June 30, 2021, in accordance with auditing standards generally accepted in the United States of America and government auditing standards issued by the Comptroller General.
- The responsibility of the auditors is to express an opinion about whether the financial statements prepared by management, with Dean Dorton's assistance, are fairly presented, in all material respects, in conformity with Generally Accepted Accounting Principles (GAAP) and Generally Accepted Auditing Standards. The auditors also ensure the University complied in all material respects with the applicable compliance requirements of its major federal programs.
- A listing of all auditing reports issued this year was provided. There was an unmodified opinion on the University's financial statements for the year ended June 30, 2021. A report on compliance and internal control over financial reporting based on an audit of the University's financial statements in accordance with GAAP was also issued. There was an unmodified opinion issued on the MSU Foundation, Incorporated, which is discretely presented within the University's financial statements and an unmodified opinion on WKMS-FM financial statements, an examination report on compliance with Corporation for Public Broadcasting guidelines. The National Collegiate Athletics Association Agreed-Upon Procedures Report was issued, along with reports on Kentucky House Bill 622 and compliance with Kentucky Lease Law Statutes. Also issued were an Independence Letter for the Auditor of Public Accounts and an unmodified opinion on the University's Single Audit. The Subsequent Event Report is in progress and is due to the state next week.
- The audit was performed within the stated timeframe and under the planned scope. As the audit was undertaken, nothing changed which is reassuring. Management is responsible for selecting the appropriate accounting policies and those were described in Note 1. There were no transactions entered into this year that lacked authoritative guidance, no new accounting policies were adopted and the application of existing policies was not changed. In addition, no significant transactions have been recognized in a different period than when they occurred.
- Management must also utilize estimates in order to prepare the financial statements. A list of the significant estimates included depreciation and useful life of capital assets, pension and other post-employment benefits-related estimates, allowance for uncollectible loans and student accounting receivables, fair value of investments and self-insurance reserves. Management developed the estimates and the auditors tested those to determine whether they were reasonable in relation to the financial statements as a whole. No issues were noted.
- Disclosures represent an important component of the financial statements. The most sensitive disclosures affecting the financial statements were noted.
- There were no difficulties encountered in dealing with management relative to the performance of the audit.
- Professional standards require the auditors to accumulate all factual, judgmental and projected misstatements identified during the audit. No audit adjustments were noted during the year. This means the financial information the Board receives throughout the year is true and consistent with what the auditors discovered. There was one uncorrected misstatement which management deemed trivial and the auditors agreed because it represented a timing difference and nothing of concern.
- Management signed a Representation Letter which confirmed everything has been shared with the auditors to ensure the University's financial statements are in compliance with applicable guidelines.
- A major item discussed with management this year was the Higher Education Relief Funds received under the CARES Act. These funds are being utilized as intended.
- In regard to the Single Audit, major programs audited included the Student Financial Aid cluster, Higher Education Emergency Relief Funds, Coronavirus Relief Funds and the Research and Development cluster. All four programs were audited and an unmodified opinion was issued in this regard. No findings were identified that are required to be communicated within the Single Audit report and there were no prior-year findings.

### **Audited Financial Statement – General, accepted**

On behalf of the Audit and Compliance Committee, Regent Rudolph moved that the Board of Regents, upon the recommendation of the President of the University, accept the following audit reports for 2020-21:

- a. Report to Governance on the Results of Annual Independent Audit
- b. Required Auditor Communications (includes Representation Letter)

- c. Independence/Peer Review Letter
- d. House Bill 622 Compliance Report for the Year Ended June 30, 2021
- e. Kentucky Lease Law Compliance Report for the Year Ended June 30, 2021
- f. General Financial Statements for the Year Ended June 30, 2021

Chair Crigler seconded and the motion carried.

**Full Board Action – Audited Financial Statements – General, accepted**

On behalf of the Audit and Compliance Committee, Vice Chair Tharpe moved that the Board of Regents, upon the recommendation of the President of the University, accept the following audit reports for 2020-21:

- a. Report to Governance on the Results of Annual Independent Audit
- b. Required Auditor Communications (includes Representation Letter)
- c. Independence/Peer Review Letter
- d. House Bill 622 Compliance Report for the Year Ended June 30, 2021
- e. Kentucky Lease Law Compliance Report for the Year Ended June 30, 2021
- f. General Financial Statements for the Year Ended June 30, 2021

Regent Owens seconded and the motion carried unanimously.

(See Attachments #4 – #9)

**Audited Financial Statements – Federal Funds, accepted**

Ms. Dudley indicated that the federal funds audited financial statement report has been prepared by Dean Dorton and addresses the University's compliance with federal requirements as stipulated in the U.S. Office of Management and Budget (OMB) Compliance Supplement. The report is distributed as required to the Federal Audit Clearing House and to the State Auditor of Public Accounts. There are a number of transactions associated with the CARES funding the University received. Appreciation was expressed to all involved in the work undertaken which resulted in a clean audit.

On behalf of the Audit and Compliance Committee, Regent Aguiar moved that the Board of Regents, upon the recommendation of the President of the University, accept the following report for 2020-21:

1. Audited Financial Statement – Federal Funds:
  - a. Single Audit Report for the Year Ended June 30, 2021

Chair Crigler seconded and the motion carried.

**Full Board Action – Audited Financial Statement – Federal Funds, accepted**

On behalf of the Audit and Compliance Committee, Vice Chair Tharpe moved that the Board of Regents, upon the recommendation of the President of the University, accept the following report for 2020-21:

1. Audited Financial Statement – Federal Funds:
  - b. Single Audit Report for the Year Ended June 30, 2021

Regent Rudolph seconded and the motion carried unanimously.

(See Attachment #10)

### **Annual Audit Report – Athletics, accepted**

Ms. Dudley indicated the report being presented has been prepared by Dean Dorton. The National Collegiate Athletics Association (NCAA) Agreed-Upon Procedures report fulfills compliance with NCAA *Bylaws 3.2.4.15* which states:

“Operating and Capital Financial Data Report. An institution shall submit financial data detailing operating revenues, expenses and capital related to its intercollegiate athletics program to the NCAA on an annual basis in accordance with the financial reporting policies and procedures. The required data shall include, but is not limited to, the following: (Adopted: 1/17/09 effective 8/1/09) (a) All expenses and revenues for or on behalf of an institution’s intercollegiate athletics program, including those by any affiliated or outside organization, agency or group of individuals; (b) Salary and benefits data for all athletics positions. The data shall include base salary, bonuses, endorsements, media fees, camp or clinic income, deferred income and other income contractually guaranteed by the institution; (c) Capital expenditures (to be reported in aggregate for athletics facilities), including capitalized additions and deletions to facilities during the reporting period, total estimated book value of athletically related plant and equipment net of depreciation, total annual debt service on athletics and university facilities and total debt outstanding on athletics and university facilities; (d) Value of endowments at fiscal year-end that are dedicated to the sole support of athletics; (e) Value of all pledges at fiscal year-end that support athletics; and (f) The athletics department fiscal year-end fund balance.

Verification and Certification. The report shall be subject to annual agreed-on verification procedures approved by the membership (in addition to any regular financial reporting policies and procedures of the institution) and conducted by a qualified independent accountant who is not a staff member of the institution and who is selected by the institution’s chancellor or president or by an institutional administrator from outside the athletics department designated by the chancellor or president. The independent accountant shall verify the accuracy and completeness of the data prior to submission to the institution’s chancellor or president and the NCAA. The institution’s chancellor or president shall certify the financial report prior to submission to the NCAA. (Adopted: 1/17/09 effective 8/1/09)”

The auditors made no comments relative to any pending items related to the Athletics audit.

On behalf of the Audit and Compliance Committee, Regent Evans moved that the Board of Regents, upon the recommendation of the President of the University, accept the following report for 2020-21:

- a. National Collegiate Athletic Association Independent Accountant’s Report on Application of Agreed-Upon Procedures for Intercollegiate Athletics for the Year Ended June 30, 2021

Chair Crigler seconded and the motion carried.

### **Full Board Action – Audit Report – Athletics, accepted**

On behalf of the Audit and Compliance Committee, Vice Chair Tharpe moved that the Board of Regents, upon the recommendation of the President of the University, accept the following report for 2020-21:

- a. National Collegiate Athletic Association Independent Accountant’s Report on Application of Agreed-Upon Procedures for Intercollegiate Athletics for the Year Ended June 30, 2021

Regent Rudolph seconded and the motion carried unanimously.

(See Attachment #11)

### **Annual Audit Report – WKMS-FM, accepted**

Ms. Dudley reported that the documents included in the eBoard book have been prepared by Dean Dorton and address state and federal requirements. The WKMS-FM audited financial statement is provided to the Corporation for Public Broadcasting and is required by that entity for any funding provided to WKMS-FM. This represents a clean audit.

On behalf of the Audit and Compliance Committee, Regent Evans moved that the Board of Regents, upon the recommendation of the President of the University, accept the following report for 2020-21:

1. Required Auditor Communications
2. Audited Financial Statements for the Year Ended June 30, 2021

Regent Aguiar seconded and the motion carried.

### **Full Board Action – Annual Audit Report – WKMS-FM, accepted**

On behalf of the Audit and Compliance Committee, Vice Chair Tharpe moved that the Board of Regents, upon the recommendation of the President of the University, accept the following report for 2020-21:

1. Required Auditor Communications
2. Audited Financial Statements for the Year Ended June 30, 2021

Regent Owens seconded and the motion carried unanimously.

(See Attachments #12 and #13)

### **Annual Audit Contract Renewal, authorized**

Ms. Dudley reported that under provisions of Kentucky Revised Statutes, Chapter 164A.570, the University is required to engage a qualified firm to conduct an annual audit of its financial statements. Other governing or sanctioning bodies, such as the OMB and the NCAA, require annual financial or compliance audits.

As a result of the request for proposals for audit services dated December 12, 2016 (RFP-236J-17), Dean Dorton Allen Ford, PLLC (Dean Dorton) was the successful firm.

At its February 24, 2017, meeting, the Board of Regents approved the issuance of a contract to Dean Dorton Allen Ford, PLLC (Dean Dorton) for the performance of the University's financial and compliance audits for the fiscal year ending June 30, 2017, and further authorized the University to enter into six subsequent contract renewals based upon mutual consent. The cost for the current year contract is \$129,000 and includes the financial, compliance and up to four single program audits.

On behalf of the Audit and Compliance Committee, Regent Evans moved that the Board of Regents, upon the recommendation of the President of the University, authorize the University to extend the contract with Dean Dorton for the performance of the University's financial and compliance audits for the fiscal year ending June 30, 2022, at a cost of \$132,750. Regent Rudolph seconded and the motion carried.

### **Full Board Action – Audit Contract Renewal, authorized**

On behalf of the Audit and Compliance Committee, Vice Chair Tharpe moved that the Board of Regents, upon the recommendation of the President of the University, authorize the University to extend the contract with Dean Dorton for the performance of the University's financial and compliance audits for the fiscal year ending June 30, 2022, at a cost of \$132,750. Regent Owens seconded and the roll was called with the following voting: Mr. Aguiar, yes; Dr. Evans, yes; Dr. Fitch, yes; Mrs. Gray, yes; Mr. Owens, yes; Mr. Puckett, yes; Mrs. Rudolph, yes; Dr. Shemberger, yes; Dr. Tharpe, yes; Mr. Waldrop, yes and Mr. Crigler, yes. The motion carried unanimously.

## **Adjournment**

The Audit and Compliance Committee adjourned at 9:45 a.m.

### **Finance Committee**

Leon Owens – Chair  
Eric Crigler  
Lisa Rudolph  
Melony Shemberger  
Don Tharpe

Regent Owens called the Finance Committee to order at 9:47 a.m. and reported all other members were present.

### **Public-Partnership Update, received**

Ms. Dudley and David Looney, Executive Director of Auxiliary Services, provided an update on the status of the public-private partnership project. Jeff Turner with Brailsford and Dunlavey – the firm hired to assist the University with this process – was also present. Mr. Turner has been with the firm for 27 years and has been heavily involved with public-private partnerships across the country. Brailsford and Dunlavey is not a developer but serves as an advisor. If a project does not make sense they will not recommend moving forward in order to protect Murray State's interests as part of this long-term partnership. The following key points were highlighted:

- This project represents a ground lease which will be in place over the next 40 years. Student housing is a large part of public-private partnerships because there are companies that undertake this work every day and build these projects for student success. Students who live on campus have higher graduation rates and grade point averages which is why new facilities for student housing are so important.
- The concept of P3 arrangements has existed for some time and no prior projects have included a plan for how to handle a campus closure – a situation that occurred during the current pandemic – but the industry has come together to identify solutions as a result.
- An Operational Committee was formed to undertake a financial analysis of public-private partnerships, consider design and layout options and review all elements which will enable the University to bring this contract to negotiation. All members of the Operational Committee have a great deal of experience and are very involved in facility and financing aspects for the institution. A Request for Quotes was done prior to March 2020 and the Committee membership has been involved in the process from the beginning.
- A Stakeholder Committee has also been formed and represents a cross-section of variants on campus. Membership includes representation from the Residential College Association, Residential College Heads, Student Government Association, Student Affairs, Greek Life and Student Leadership Programs, Black Student Council, Athletics, Information Systems and Facilities Management. This Committee plays more of a programming role in the process in terms desired results relative to facilities and programs. They have helped interview potential developers and provided feedback and evaluation.
- Traditional residence halls will be developed in the current residential complex on the north side of Chestnut Street. There are many advantages to be gained by locating traditional housing in closer proximity to each other. These include a focus on undergraduate students and opportunities for enhanced programming, particularly for freshmen and sophomores. All residence halls will be in closer proximity to the primary dining hall which allows it to serve a broader residential student population. As a result, a tighter community atmosphere will be achieved.
- The University received proposals from three reputable and solid firms with a great deal of experience in this arena and is well positioned to make an informed decision in this regard. Consideration is also being given to phasing options to ensure facilities can open on the necessary timeline.
- New apartments, when developed, could be located primarily on the south side of Chestnut Street near the footprints of RH White and Regents residence halls. Advantages to be gained from locating apartments in this area include a focus on graduate students and undergraduate upperclassmen, closer proximity to the campus core which should help ensure good occupancy, opportunities for programming for this type of student and a location better suited for retail options that could enhance town and gown relations. The Campus Housing Master Plan has previously been presented to the Board and includes locating the traditional facilities on the north side of Chestnut Street.
- In response to how the University will evaluate whether potential firms have sufficient capital to sustain these projects over a 40-year partnership, it was indicated their history will be reviewed in detail and they must be stakeholders in any project undertaken. New partnerships hold joint operational responsibilities between the developer and the University and must be evaluated based on

this aspect. A risk transfer assessment has been started to determine those risks the University is willing to transfer and those it wants to protect. This represents an ongoing conversation and will be part of the contract negotiation process. Confirmation was provided that the University was open in terms of the Request for Proposals (RFP) and firms were asked to provide their own recommendations. In response to the original RFP, the firms have asked the University questions to obtain a better understanding of risk. These companies also made presentations which helped define even further associated risk items. A decision will eventually need to be made in terms of the risks the University maintains and those it will transfer to the successful firm and this is continually being defined so all are making accurate comparisons.

- President Jackson added that this process began pre-pandemic with ten to 11 firms and that has now been narrowed to three. Part of the analysis undertaken for these firms included long-term experience and the number of projects and beds done under P3 arrangements. These are large, experienced firms with a great deal of expertise in this niche. Firms with a long history were deliberately chosen and none are new start-up companies. All three firms being considered have participated in this type of work since P3 partnerships emerged. Confirmation was provided that once projects no longer have any associated debt the University will be able to decide whether to renovate or replace those facilities. It has been discovered that with good upkeep these buildings are outliving the life of the lease. After the debt is paid off the University will maintain ownership of the facility. In addition, some newer constructions have more flexibility with being able to move walls around, etc.
- The remaining timeline utilized for this project was presented. The firms are currently working on clarifying and redefining proposals based on work that has been undertaken to this point. Work will continue on narrowing design, scope and financing options with the teams. In early 2022, a decision will be made on the Best and Final Offer (BAFO) shortlist. BAFOs will be evaluated in late January and a Letter of Intent (LOI) will be negotiated in February and agreement reached on key terms. At the Quarterly Meeting in March 2022, the Board will be asked to approve the LOI and key terms. In early May the Pre-Developed Agreement will be finalized and by June 1 approval from the appropriate state individuals and committees will be secured. The Board will be asked to approve the proposed contract at the June 3, 2022, meeting. Confirmation was provided that the advisors will ensure the Board is presented with key risk and exposure factors for this type of project. Discussions will then be held at the state level with final contract approval to be in September 2022 with the target date of completion in 2024. Confirmation was provided that the University owns the three proposals and can utilize multiple ideas and designs presented to achieve what is best for Murray State.
- In response to other criteria – besides risk and operational aspects – that will be utilized to critique the three prospective vendors, it was indicated whether they listened during work sessions is also taken into consideration, not only for the developer but team qualifications (contractors, architects and engineering and financing firms) and associated terms (including fees). Confirmation was provided that a review has also been undertaken of schools similar to MSU these firms have successfully served, arrangements they have with those schools and researching the companies due to the long-term nature of the contract – which helps lessen risk. It is also important that the successful firm be invested in the Murray State culture and understands what students are looking for based on conversations which have taken place. Over 2,300 students responded to a survey on housing needs and that information was provided to the developers. How well they listen to that data is also evaluated. Vice Chair Tharpe indicated that the Board must pay careful attention to the risk assessment that is being undertaken moving forward. Confirmation was provided that reputational risks are also included as part of the assessment process.

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

President Jackson expressed appreciation to Brailsford and Dunlavey who have been excellent to work with and have been on campus for every meeting. They have spent a great deal of time assisting the University in maneuvering through this very complicated process.

### **Adjournment**

The Finance Committee adjourned at 10:52 a.m. and the full Board adjourned for a break beginning at 10:12 a.m.

### **Reconvene**

Chair Crigler reconvened the Quarterly and Committee Meetings of the Board of Regents at 10:30 a.m.

## **Board Development – SSC Update, received**

SSC representatives Tom Lapp, Vice President for Creative Services and Strategy and Greg Caldwell, Regional Director for the southeast region, joined the Board and presented the following highlights:

- SSC cleans approximately 210 million square feet daily. They are especially proud of their employee retention rate as well as that for clients (98 percent). They service 106 K-12 campuses and 63 clients in higher education. When they go to market for prospective clients they talk a lot about Murray State as a reference and all are appreciative of this relationship.
- SSC offers several lines of service, including planned operation maintenance and grounds and custodial services.
- The on-site leadership team for SSC was present and members were introduced. Scott McKnight, Director of Operations, was not able to attend today's meeting. The organizational structure for SSC was outlined and management includes Seth Farrell, President and Chief Executive Officer; Derek Parker, Division Vice President; Mr. Caldwell; Mr. McKnight; Katelyn Robinson, Administrative Assistant; Megan Wetzel, First Shift Custodial Assistant Director; David Brandvold, Second Shift Custodial Assistant Director; Brandon Montgomery, Athletics Custodial Assistant Director; Jackie Morgan, Grounds Director and Peter Reimnitz, Turf Manager. Several of these individuals transitioned to the SSC team from Murray State.
- Staffing across the country has been a challenge but a key focus for SSC remains being able to retain staff once they are hired. The Work and Win program was started this year and there is also an Employee of the Month program. The Work and Win program provides rewards on a constant and frequent basis and employees are excited about the initiative. SSC invested \$200,000 in the incentive program for employees across the country. Drawings are held every pay period for SSC associates. The first drawing involved 500 \$50 gift cards and there was a grand prize. The only requirement for employees is that they show up for work and over the last few weeks retention has increased. The Murray State team is working very hard and have stayed within 90 percent of the needed staffing level.
- Currently, 133 acres are being maintained by SSC with 22 full-time grounds employees and three managers. Part of this work includes turf and athletic field management, noise management and environmental sustainability and curb appeal which helps the University in terms of recruitment and retention. SSC has a very deep sports and athletic field management program and holds seven certifications and licenses solely related to athletic field maintenance. These certifications are not only being used on college campuses but also at high schools from a field safety perspective. George Bernard, Vice President of the Grounds Division, has given support to Ms. Dudley and the team at Murray State. Confirmation was provided that SSC currently does not manage Miller Memorial Golf Course.
- From a custodial standpoint, SSC takes care of over 2.5 million square feet daily with 74 full-time employees and four managers. Clean and safe areas could not be any more important than right now and stabilizing the workforce is key to this effort. Focus has been placed on improved dorm turns and this is an important component of the Murray State welcome. Improved efficiencies are also being realized through zoning. This includes team cleaning with the second shift group and has allowed SSC to provide a much better product, achieved mainly through equipment purchases that were very much needed.
- As a company, SSC has been investing in innovation and technology. SSC donated approximately \$1 million for autonomous equipment for Murray State. The intent with such equipment is not to replace employees but to make them more efficient. Testing of other autonomous equipment is also being undertaken as the market seems to be exploding in this area.
- With regard to COVID-19, all understand the importance of thoroughly disinfecting campus and the front-line team is crucial to this work. This includes disinfecting high-touch areas, increasing the repetition of cleaning and being aware of traffic patterns. SSC is also helping support proper hand hygiene. New technology such as electrostatic sprayers are now being used. As part of the Rapid Case Response initiative, if there is a COVID case on campus the SSC team is cleaning that space immediately and there is repeated cleaning of isolation spaces. SSC operates its own warehouse out of Knoxville, Tennessee, and this has helped eliminate some supply chain issues due to the long-standing relationships with vendors which were already in place.
- Winter break goals include deep cleaning the residence halls and academic and athletic spaces with a focus on the first impression. These efforts were outlined in response to a Regent question and confirmation was provided that this work includes the stairwells in Faculty and Wilson halls. Project work will be undertaken to fine tune and finish mowing lawns, tree service, flower beds, irrigation systems and preparing for winter weather.
- SSC leadership, specifically Grounds Manager Jackie Morgan, was presented with the Green Star Honor Award by the Professional Grounds Management Society (PGMS) for grounds management at Murray State. The award was presented in Louisville, Kentucky, at the PGMS annual conference and is based on several criteria: appearance, safety, sustainability and management plans. The *Murray Ledger and Times* also recently presented Murray State with the City of Murray Business Beautification Award in recognition of the outstanding appearance of campus. Both accolades are very well deserved and all are to be commended for their efforts.



Vice Chair Tharpe indicated that what is being done now in this area far exceeds the Board's expectations just a couple of years ago and all are to be commended for their work. President Jackson is also to be applauded for making this happen.

President Jackson added that SSC's value has been obvious over the last two-year period. When the contract was negotiated, SSC replaced all custodial and grounds equipment and this has made a significant difference. SSC has experts from all over the country who can be brought in as needed and the University has taken advantage of those resources. SSC expressed appreciation to the University for this partnership. Chair Crigler expressed appreciation to SSC for the partnership and to the entire team for helping the University put its best foot forward for current and prospective students and their families. SSC received a round of applause.

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

### **Academic Excellence and Scholarly Activities Committee**

Melony Shemberger – Chair  
Sam Aguiar  
Virginia Gray  
Leon Owens  
Ian Puckett

Regent Shemberger called the Academic Excellence and Scholarly Activities Committee to order at 10:52 a.m. and reported all other members were present.

### **Center for Computer and Information Technology Name Change to Cyber Education and Research Center (Cyber Center), approved**

Provost Todd recognized Dr. Michael Ramage, Director of the Center for Computer and Information Technology, who is the lead staff and faculty member in this area. His work is very much appreciated. In June 2019, the Murray State University Board of Regents approved changing the name of the Center for Telecommunications Systems Management to the Center for Computer and Information Technology (CIT) for various reasons, including enrollment growth. The combined Computer Science (CSC)/Cybersecurity and Network Management (CNM) 100-Transitions class grew from 57 students in fall 2020 to 77 in fall 2021. Challenges still exist that warrant the recommended name change. External accreditation within the Bachelor of Science in CNM and Master of Science in Cybersecurity Management (CYS) requires a cyber-focused center and external advisory board. In addition, the initial plan of a first-year meta-major is not feasible due to academic and financial constraints within the University and the Commonwealth. Finally, the CIT name actually caused confusion among high school teachers and students, which the proposed name change will resolve.

A name change for the Center for Computer and Information Technology to the Cyber Education and Research Center (Cyber Center) will:

- Provide education, research and outreach support for the Bachelor of Science in Cybersecurity and Network Management and the Master of Science in Cybersecurity Management;
- Recruit for CNM, Computer Science and Computer Information Systems programs at Murray State University;
- Collaborate among computer-related programs and faculty to build all computer programs; and
- Support students with internships, job placement, class projects and experiential learning opportunities and enhance communication with high school teachers.

On behalf of the Academic Excellence and Scholarly Activities Committee, Regent Owens moved that the Board of Regents, upon the recommendation of the President of the University, approve changing the name of the Center for Computer and Information Technology to the Cyber Education and Research Center (Cyber Center). Regent Gray seconded and the motion carried.

### **Full Board Action – Center for Computer and Information Technology Name Change to Cyber Education and Research Center (Cyber Center), approved**

On behalf of the Academic Excellence and Scholarly Activities Committee, Regent Shemberger moved that the Board of Regents, upon the recommendation of the President of the University, approve changing the name of the Center for Computer and Information Technology to the Cyber Education and Research Center (Cyber Center). Regent Fitch seconded and the motion carried unanimously.

### **Southern Association of Colleges and Schools Commission on Colleges and Reaffirmation of Institutional Accreditation Update, received**

Provost Todd reported that Dr. Bob Pervine, Associate Provost and Professor of Mathematics and Statistics, serves as the University's Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) Liaison. He would normally make this presentation but is currently participating in a SACSCOC meeting. Since 1928 Murray State University has continuously been accredited by SACSCOC. Each University under the SACSCOC accreditation has to go through a reaffirmation cycle every ten years. Murray State's reaffirmation is scheduled for 2024. The University has been chosen to go through a SACSCOC differentiated review process and this is significant. Instead of having to show how the University complies with, achieves and adheres to 85 standards, Murray State will have to address 41 standards. This is an option SACSCOC is offering to universities that request it and the success Murray State has had over the past many years in terms of reaffirmation provided the ability to even make this request. The reason behind the differentiated review process option is universities that have enjoyed SACSCOC success can now market themselves and move to another accreditor. From a SACSCOC leadership perspective, this option provides a reward to universities to remain with this accreditation body. The SACSCOC on-site team visit for 2024 is April 1-4.

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

### **Academic Affairs Overview, received**

Provost Todd reported that helping students reach the Commencement milestone is the most important work undertaken by the University. He recognized the Registrar's Office, in particular Wendy Longworth, Assistant Registrar/Records Management, for efforts in this regard. The Facilities Management and SSC teams met this week to finalize their processes for the event and the Commencement program has been sent to the printer. The practice schedule was sent out earlier this week and speaker remarks are being finalized. He and Mrs. Longworth met with the Outstanding Seniors to talk about their remarks and were reminded that in order to be effective the key to speeches is brevity. The list of award-winning faculty members is being finalized and the stage party seating chart has been completed.

The MSU Cybersecurity and Network Management program hosted the inaugural Kentucky Cybersecurity and Forensics Conference in November 2021. Murray State served as the host for the conference and participating institutions included Northern Kentucky University, the University of Louisville, University of the Cumberlands, Bluegrass Community and Technical College and Owensboro Community and Technical College. Faculty and staff in the Cybersecurity and Network Management program did a tremendous job and Dr. Abdul Yarali, Professor and Telecommunications Systems Management and Cybersecurity Coordinator, was the lead faculty member for this event. The conference was designed to focus on collaboration at the faculty and staff level with a focus on student placement. It attracted leaders from the National Security Administration, military, state and federal agencies and other businesses in an effort to raise awareness about cybersecurity. Over 200 individuals participated in the conference from across Kentucky and the nation.

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

Initiatives in the School of Engineering and the Departments of Chemistry and Earth and Environmental Sciences are focused on exploring ways to develop degree pathways and certificates related to this growing field and the associated benefits to Murray State were outlined in detail.

During this semester there have been two successful program accreditation visits – one in the School of Nursing and Health Professions and one in the Jones College of Science, Engineering and Technology, specifically the School of Engineering. The final adjudication will not occur until the latter part of the Spring 2022 Semester.

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

### **Adjournment**

The Academic Excellence and Scholarly Activities Committee adjourned at 11:06 a.m.

### **Athletics Committee**

Eric Crigler – Chair  
Robbie Fitch  
Lisa Rudolph  
Don Tharpe  
Tom Waldrop

Chair Crigler called the Athletics Committee to order at 11:07 a.m. and reported all other members were present.

### **Personnel Changes – Contracts of Employment Amendments – Head Coaches and Assistant Coaches, approved**

Mr. Saal reported that the employment agreements with the Assistant Coaches listed below expire on December 31, 2021. The University desires to continue to employ these Coaches for the one-year period of January 1, 2022, to December 31, 2022. Salaries remain unchanged from the prior year.

#### **Volleyball**

Alison Hrusovsky (Assistant Coach)                      \$36,000

#### **Strength and Conditioning**

John Michael Clay (Assistant Coach)                      \$50,000

The employment agreement with the Assistant Coach listed below expires on November 30, 2021. The University desires to continue to employ this Coach for the one-year period of December 1, 2021, to November 30, 2022. Coaches do not receive any additional cost-of-living increases approved for other faculty and staff.

#### **Soccer**

Paul Cox (Assistant Coach)                      \$40,200                      (currently \$39,000)

The employment agreements with the Head Coaches listed below expire on December 31, 2021. The University desires to continue to employ these Head Coaches for the two-year period of January 1, 2022, to December 31, 2023.

#### **Soccer**

Matt Lodge (Head Coach)                      \$65,400                      (currently \$60,600)

#### **Volleyball**

David Schwepker (Head Coach)                      \$63,260

On behalf of the Athletics Committee, Regent Fitch moved that the Board of Regents, upon the recommendation of the President of the University and the Director of Athletics, approve the successor agreements to employ the Coaches as listed above. Regent Rudolph seconded and the motion carried.



- Campus improvements include signage on Highway 641 and a new LED message board has been installed. The cost will be covered with assistance provided by athletics and advertising opportunities. An interior refresh was also done in Winslow Dining Hall and included new flooring and wall graphics. An interior refresh was completed in the Wrather Room which is utilized for special events and included new paint, floor refinishing and light fixture repair.
- Work was completed in Waterfield Library for the Makerspace area and the Grand Opening was held recently.
- A great deal of work has been undertaken in Blackburn over the years but this summer another lecture room was renovated. New seating was installed and the flooring was refurbished. The lecture room now seats between 150 to 200 individuals.
- An interior refresh was completed in Mason Hall Auditorium and included new flooring, seats and painting.
- In the Business Building, the United Solutions Collaboration Lab, Suite 253, was renovated and completed this fall. The space is now open and ready for use.
- Office space in Stewart Stadium was converted into the Golf Practice Room and a Ribbon-Cutting/ Dedication ceremony was held earlier in the fall semester.
- CARES funding was set aside to undertake HVAC improvements on campus and a focus was placed in indoor air quality, filtration improvements and controls utilizing an outdoor louvre door system. This will help mitigate the spread of the virus by keeping air moving and providing enhanced filtration.
- Mechanical projects include replacement of the cooling tower in Alexander Hall and this work was completed over the summer.
- Another planned project was potable water system replacement at the Breathitt Veterinary Center and an entirely new filtration system was installed over the summer.
- Storm water improvements were made at the CFSB Center and Heritage Hall. Storm water is an issue that must be addressed for almost every building on campus and improvements are ongoing.
- Additional campus signage improvements have also been made.

Chair Crigler indicated that the work just outlined is important and is part of the Board's fiduciary responsibility. The administration was commended for the work being undertaken and appreciation was expressed to Vice Chair Tharpe for his leadership in this area and to the Board for allocating funds to undertake this necessary work. The Board has a responsibility to take care of the assets of the University. Mr. Youngblood indicated that some of the projects were departmentally funded but were managed by Facilities Management. Some projects were completed with private funding but were also administered by Facilities Management.

Mr. Youngblood further reported the following:

- Information was provided on the \$12.2 million bond issuance projects. The first project is the Curris Center and several renderings were provided for Board review. Wrather Hall is currently in the design phase with a tentative bid date in February 2022. Lovett and Wrather both have highly-used auditoriums. Work in Lovett Auditorium must be completed before Wrather can be taken offline for renovations. The project management team is working closely with the designers and bid process manager to help move these projects along. There is currently a significant lead time on the equipment needed for these projects. President Jackson indicated that Wrather Hall has not been renovated for many years and its current appearance is reflective of this which is why changes are needed to benefit current and prospective students and alumni.
- The bid award for Phase II work in Lovett Auditorium is being made to Pinnacle, Incorporated – the contractors for Phase I work in that facility. A mechanical construction start date for air handler and duct work in the balcony area is anticipated in February 2022 with expected completion in May. The windows and doors for this facility are not expected to arrive until May, with installation planned for the summer, so work can be completed in time for the Fall 2022 Semester. Once the balcony work has been completed and the seating is installed, being able to open the auditorium is anticipated regardless of the work being undertaken on the windows.
- HVAC work for Carr Hall and Racer Arena is in the design phase with a tentative bid scheduled for January 2022 and new mechanical and electrical rooms will be created in these facilities. Both projects will be undertaken simultaneously because the buildings are connected.
- Phase II of HVAC replacement in Waterfield Library is currently in the design phase.
- Building automation systems must also be replaced or upgraded and infrastructure improvements are needed – dependent on sufficient funding from the bond issue.

Vice President Dudley reported that a bond rating is expected over the holidays to allow for the bonds to be released to the market in January 2022 to secure the best rate possible. This funding will cover the projects just outlined.

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

### **Disposition of Structure – 1004 Waldrop (Building #0109), approved**

Regent Fitch reported that the structure located at 1004 Waldrop (Building #0109) has been leased to the Economic Development Corporation. That lease is expiring and they are moving to Heritage Hall. The building is approximately 60 years old and is fully depreciated. Due to its age and condition and the cost for repairs, the building is no longer needed. The estimated cost to raze the facility is not to exceed \$40,000. Future plans could include additional parking, expanding College Courts or additional housing development. President Jackson confirmed this area is part of the Housing Master Plan.

On behalf of the Buildings and Grounds Committee, Regent Owens moved that the Board of Regents, upon the recommendation of the President of the University, approve the Resolution presented authorizing the disposition of the structure located at 1004 Waldrop (Building #0109) at an estimated cost of \$40,000. Regent Evans seconded and the motion carried.

### **Full Board Action – Disposition of Structure – 1004 Waldrop (Building #0109), approved**

On behalf of the Buildings and Ground Committee, Regent Fitch moved that the Board of Regents, upon the recommendation of the President of the University, approve the attached Resolution authorizing the disposition of the structure located at 1004 Waldrop (Building #0109) at an estimated cost of \$40,000. Regent Gray seconded and the roll was called with the following voting: Mr. Aguiar, yes; Dr. Evans, yes; Dr. Fitch, yes; Mrs. Gray, yes; Mr. Owens, yes; Mr. Puckett, yes; Mrs. Rudolph, yes; Dr. Shemberger, yes; Dr. Tharpe, yes; Mr. Waldrop, yes and Mr. Crigler, yes. The motion carried unanimously.

(See Attachment #14)

### **Disposition of Structure – Springer II Residence Hall (Building #0005), approved**

Regent Fitch reported that Springer II Residence Hall (Building #0005, also known as Old Franklin) was acquired in 1962 and contains approximately 62,627 square feet and 324 beds. This residence hall is not being used for fall 2021. The estimated costs to renovate compared to full replacement with a similar facility was provided by Lockett and Farley at the June 2019 Board of Regents meeting. This report recommended replacement as opposed to a renovation due to overall cost and multiple factors with room sizes, design and building location. The approximate cost to raze this structure is \$600,000. This amount will be funded from one-time housing funds for deferred maintenance. Annual cost savings of approximately \$100,000 should be realized from the elimination of utilities, insurance and salaries. Added savings of ongoing maintenance will also be realized. Vice President Dudley added that this location will be utilized during the first phase of the P3 project. Design drawings are almost ready to go out for bid.

On behalf of the Buildings and Grounds Committee, Regent Owens moved that the Board of Regents, upon the recommendation of the President of the University, approve the Resolution provided authorizing the disposition of the structure known as Springer II Residence Hall at a cost not to exceed \$600,000. Regent Waldrop seconded and the motion carried.

### **Full Board Action – Disposition of Structure – Springer II Residence Hall (Building #0005), approved**

On behalf of the Buildings and Grounds Committee, Regent Fitch moved that the Board of Regents, upon the recommendation of the President of the University, approve the attached Resolution authorizing the disposition of the structure known as Springer II Residence Hall at a cost not to exceed \$600,000. Regent Shemberger seconded and the roll was called with the following voting: Mr. Aguiar, yes; Dr. Evans, yes; Dr. Fitch, yes; Mrs. Gray, yes; Mr. Owens, yes; Mr. Puckett, yes; Mrs. Rudolph, yes; Dr. Shemberger, yes; Dr. Tharpe, yes; Mr. Waldrop, yes and Mr. Crigler, yes. The motion carried unanimously.

(See Attachment #15)

### **Adjournment**

The Buildings and Ground Committee adjourned at 11:38 a.m.

## Legislative and Economic Development Committee

Virginia Gray – Chair  
Leon Owens  
Ian Puckett  
Tom Waldrop

Regent Gray called the Legislative and Economic Development Committee to order at 11:39 a.m. and reported all other members were present.

### **Legislative Update Report, received**

Mr. Smith reported the following:

- The 2021 Interim Legislative Session was very busy. Legislative meetings were held throughout the interim with area legislators and all members of House and Senate leadership, through ZOOM and in person in Frankfort and Murray. The President and Mr. Smith continue to monitor all pre-filed bills, attend interim committee and CPE meetings throughout the interim in preparation for the 2022 Legislative Session.
- For the 2022 Legislative Session, January 4, 2022, will be the first day of the Session. This represents a 60-day Budget Session and will end on April 14 (*Sine Die*).
- The Student Rally for Higher Education will be held on February 22, with Regent Puckett taking a leadership role. *Posters-at-the-Capitol* is scheduled for March 3 and Dean Ferguson and A. J. Boston, Assistant Professor and Scholarly Communication Librarian/Office of Research and Creative Activity Coordinator, in the University Libraries serve as point persons for this event. This represents a statewide event coordinated by Murray State.
- Meetings for President Jackson and Mr. Smith are being set up now for the start of the Legislative Session, with assistance from Ronny Pryor, Legislative Lobbyist with Capitol Solutions, and a Murray State alum.
- All bills impacting higher education and Murray State will be monitored and tracked rigorously throughout the Session. A Legislative Bill Watch will be shared with the Board and other campus constituencies.
- In addition to legislative bill tracking and protecting the University's state appropriation, an additional priority includes deferred maintenance and asset preservation. Priority #1 is the CPE Asset Preservation Request for annual state bond funds. MSU supports this request because it will allow MSU and others to address an estimated \$7.3 billion needed for facilities renovation and renewal at Kentucky's public colleges and universities. The CPE will recommend an appropriation of \$25.5 million in 2022-23 and \$50 million in 2023-24, recurring at the latter amount in subsequent years, to pay annual debt service of \$350 million each year (\$700 million in state bonds for the biennium) to finance asset preservation and renovation projects at public postsecondary institutions. Under this model, institutions would provide 50 cents on the \$1.00 match. Murray State's allocation of the \$700 million state bonds request is \$42.9 million. The University is working with the CPE to have already expended funds, including the current bond issue of approximately \$12 million as well as any other expended asset preservation funds, count as Murray State's match. Confirmation was provided that asset preservation and deferred maintenance projects must be identified during this two-year period but they do not have to be completed within that timeframe. All public institutions in Kentucky have agreed to make this their top priority during the Legislative Session.
- Priority #2 for Murray State is to secure Agency Bond approvals for capital renewal and building modernization projects. This pooled deferred maintenance project includes asset preservation, maintenance, renovations, Americans with Disability Act needs, life safety and building modernization upgrades to many historic buildings and the Curris Center, electrical grid upgrades, campus steam distribution system repairs and energy efficiency projects.
- Priority #3 is the renovation of Applied Science classrooms and offices to benefit the Hutson School of Agriculture and the School of Nursing and Health Professions. This project would allow the renovation/modernization of this vital 80,138 square foot academic building which was constructed in 1965.
- Priority #4 is the renovation of Mason Hall laboratories, classrooms and systems to benefit the School of Nursing and Health Professions. This project would allow for the renovation/modernization of this vital 31,037 square foot academic building which was constructed in 1967. It is the primary location for the School of Nursing and Health Professions and includes an auditorium, skills lab, nursing faculty and administrative offices and several classrooms.
- The remaining two priorities represent routine reauthorizations for agency bonding but also the public-private partnership discussed earlier. University authorization for P3 financing projects for residential housing facilities would be for up to \$69 million. University authorization for the P3 financing project for alternate dining facilities would be for up to \$12.5 million. State authorization must be obtained in order for a P3 project to be approved and included in the budget. Legislators must understand these projects so they can advocate for them on the University's behalf.

- Murray State supports the CPE's performance funding request for appropriations of \$67.5 million in 2022-23 and \$90 million in 2023-24 to provide incentives for institutions to pursue state goals for higher education.
- Another major priority for Murray State is the Kentucky Employee's Retirement System (KERS) subsidy reduction (House Bill 8). In Fiscal Year 2021-22, MSU, along with the other Kentucky comprehensive universities (except Northern Kentucky University) and the Kentucky Community and Technical College System transitioned to a fixed-dollar allocation method of determining employer pension contributions. Based on actuarial calculations, the General Assembly appropriated almost \$22.1 million in total to participating institutions in the 2021-22 budget bill (House Bill 192) which was intended to cover 100 percent of the costs associated with that transition at each institution. In reality, each institution experienced a budget shortfall. The total budget shortfall, based on House Bill 8 (HB8), less the state contribution, is \$4.5 million for all the institutions involved. Data was provided for Murray State. The MSU budget shortfall based on HB8 was over \$4.2 million and the Fiscal Year 2022 state contribution was almost \$3.3 million, amounting to a budget shortfall for MSU of \$981,364 per fiscal year. Murray State is requesting that the General Assembly fund this amount to cover the budget shortfall. MSU also supports the CPE's appropriation request of \$2.2 million in 2022-23 and \$4.4 million in 2023-24 to maintain KERS pension subsidies at 2021-22 levels for participating institutions. This represents an additional appropriation request by the CPE for all universities impacted by the pension bill.
- Pre-filed bills other than those related to COVID include the student conduct bill that General Counsel Miller, Vice President Robertson and Mr. Smith have been reviewing in detail and there have been meetings held in the Interim Session in this regard. It is anticipated this bill will likely be filed but is not expected to pass. Other bills that have been pre-filed involve academic freedom, Title IX and other higher education issues and these are also being monitored closely. The University's west Kentucky legislators are very supportive of Murray State and most are alumni or their spouses or children have graduated from or attended MSU. They understand Murray State's needs as an economic engine in their districts. President Jackson confirmed that Regents would be called upon to assist with the Legislative Session, if needed. Legislators are often invited to campus to ensure they understand the University's priorities and have an opportunity to discuss those issues in a casual setting.

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

### **Adjournment**

The Legislative and Economic Development Committee adjourned at 11:57 a.m.

Chair Crigler announced that a group photograph of the Board would be taken on the steps of Pogue Library prior to lunch.

The full Board adjourned for lunch beginning at 11:58 a.m.

### **Reconvene**

Chair Crigler reconvened the Board of Regents Quarterly and Committee meetings at 1:03 p.m.

### **Enrollment Management and Student Success Committee**

Lisa Rudolph and Ian Puckett – Co-Chairs  
 Robbie Fitch  
 Virginia Gray  
 Melony Shemberger

Regent Rudolph called the Enrollment Management and Student Success Committee to order at 1:03 p.m. and reported all other members were present.

### **Enrollment Update – Winter Term 2021 and Spring and Fall Semester 2022, received**

Dr. Robertson reported that enrollment and recruitment efforts represent a University-wide effort. The University will have a record winter enrollment as each year numbers have increased. For winter 2021, headcount was 14 percent over the prior year. Spring 2022 Semester enrollment is up in all categories. Headcount is up 1 percent over last year at this time and up 8 percent from 2020. The Spring 2022 Semester is trending in a positive direction in terms of both headcount and credit hours generated. A report was provided as part of the Consent Agenda relative to final Fall 2021 Semester enrollment. Murray State's enrollment



outperformed the national trends in the categories of total, graduate, international and underrepresented minority (URM) enrollments. This means the University performed better than 75 percent of all public and private four-year institutions nationally, based on National Student Clearinghouse data as of October 2021. For the Fall 2022 Semester, numbers are up significantly in all categories – First-Time Freshmen (FTF) applications, FTF Admitted, FTF Admitted (18-county service region), FTF Admitted (out-of-state) and campus visits. Confirmation was provided that numbers are also up in all categories when compared to 2019.

Dr. Renee Fister, Executive Director for Strategic Enrollment Management, presented a predictive analytics report and the associated scoring in multiple categories. Information was presented for Fall 2021 Semester yield with the associated analytic scoring. This data helps direct personnel, efficiencies and resources. The data presented illustrates that students with a higher score based on the analytic model and associated predictive categories, are more likely to yield to the University. Yield projections have been established and, with the help of the Deans and others, the University has already exceeded its goal. These predictions are based on three years of historical data now available to the University due to the predictive analysis model that has been developed.

Maria Rosa, Director of Undergraduate Admissions and Transfer Center, reported that national trends show that high school seniors apply to between ten and 15 universities and are admitted to between six to eight. Dr. Robertson added that this is why the yield work being undertaken is so critical.

Dr. Robertson reported that Shawn Smee, Director of Recruitment, is not present today because he is being recognized in Louisville by the State Board of Education for his leadership as the Kentucky School Board Association's Region I Chair. The Kentucky School Board Association consists of 16 school districts that Mr. Smee oversees and these represent prime recruitment districts in the University's 18-county service region.

Mrs. Rosa reported that all are excited to be able to see students and their families in person. In-person visits have been allowed in approximately 90 percent of the high schools and community colleges staff visit. For transfer students, the University has hosted 15 VIP on-site admission transfer days and numbers are encouraging over last year. There have been 41 high school on-site visits over the area and 958 students have been served which is up significantly over last year and 2019. Some students simply do not have the time or resources to visit campus and being able to reach out to these individuals in person and assist them in any way needed has yielded positive results.

Kendrick Quisenberry, Senior Associate Director for Recruitment, reported that the work of the Office of Recruitment has represented a truly collaborative effort with the Office of Admissions. Both offices have been working more closely together as one and this relationship has been positive. There are 200 students on campus today and tours are being given by staff in both offices and visitors are meeting with Road Scholars participants. President Jackson has been on the road this semester visiting high schools and these efforts have been particularly effective. Racer Days and Admitted Student Weekend initiatives continue with a focus on yield and efforts in this regard were outlined. Events being planned for underrepresented minority students were also outlined. Confirmation was provided that virtual options and visits developed during the pandemic continue to be offered. The virtual visit will often lead to an on-campus visit, especially for students outside the 18-county service region. The Alumni Legacy Scholarship Program was outlined for the Board.

Matt Jones, Coordinator of Domestic Graduate Recruitment and Retention, reported that during the Fall 2021 Semester all have been very busy with graduate recruitment activities – both in person and virtually. Within the academic units, these efforts are actively underway for the Spring and Fall 2022 semesters and Program Directors, Graduate Coordinators and faculty play an important role in this work. The University is venturing into new markets which is critical for continued graduate enrollment growth. An example was provided of specific work being undertaken in the Hutson School of Agriculture. Social media efforts with regard to graduate enrollment efforts were also outlined and this has resulted in increases in all areas. Overall, graduate recruitment efforts are going well and are on target to meet or exceed goals for 2022.

Dr. Guangming Zou, Assistant Vice President for International Studies, reported on efforts relative to international student recruitment. For the Spring 2022 Semester, there have been over 1,000 applications, up significantly over prior years. This has been accomplished with new partnerships that have been formed and enhanced digital connections with students. All are encouraged and thankful for the support received from the University, the President, the Deans and academic staff.

Dr. Robertson reported that the work of the Branding, Marketing and Communication (BMC) team, under the leadership of Mr. Touney, is crucial to the yield process. Mr. Touney reported that the BMC leadership team members have approximately 100 years of experience and have developed relationships and formed collaborations. In addition to Jennifer Cline, Associate Director of Marketing and Communication; Jeremy McKeel, Digital Media Services Manager and Charley Allen-Dunn, Web and Digital Advertising Manager, the team includes Melissa Shown, Graphic Designer Manager and Tobie Tubbs, Printing Services Manager. Fall 2022 Semester initiatives were outlined. Mrs. Allen-Dunn outlined the new website with a targeted recruitment focus with enhanced Google analytics implementation to track return on investment of marketing campaigns to analyze user behavior. Mobile usage has increased 20 percent since the last website redesign in 2015. With that in mind, the new website has been designed to be utilized on mobile devices. A revision and redesign of current pages has been undertaken with an emphasis on actions. In addition, improvements to search engine optimization and accessibility have been made. As a result, there has been a 200 percent decrease in accessibility issues upon launching the new website. Confirmation was provided that work is undertaken with the individual departments related to the data obtained from user access to various programs offered and identifying where improvements can be made. Approximately eight different constituency groups were involved in providing input for the website redesign.

Mr. Touney outlined continuing communications efforts that are underway and the Touchpoint Calendar, as well as the targeted social media campaign. This work involves collaboration with multiple offices across campus.

Mr. McKeel outlined digital medial services that are being offered across campus. The 30-second Racer Spotlight video was shown. The new videos which are produced are utilized through social media platforms and focus on key attributes. Student messaging is important but it is difficult to capture the campus climate and diversity of programs that are available in 30 seconds. The timeline for releasing these new videos was outlined as part of the recruitment cycle and based on predictive analytics data.

Mrs. Cline outlined the social media campaign as part of the University's overall yield strategy. BMC works collaboratively with the offices of Recruitment and Admissions. The predictive analytics data points provided are utilized from a social media standpoint to allow the University to target specific student populations with unique messages dependent on their progress in the predictive analysis process. From a recruitment perspective, focus is continually placed on the 18-county service area. Engagement on social media channels is currently up 34 percent.

Dr. Robertson outlined key components of the 2022 – 2027 Strategic Enrollment Management Plan. A breakdown of the seven committees working on developing and enhancing the current Strategic Enrollment Management Plan was provided. The goal is to present an initial draft of the new Plan at either the March or June Quarterly Board of Regents meetings. Dr. Fister reported that the working committees have already established objectives, strategies and timelines with associated goals related to FTF, URM FTF, First-Time Transfer, graduate, First-Time Graduate and international students. Admission Counselors have received targeted goals per area and Academic Affairs – colleges and schools – have also been provided with goals as a result of discussions with Deans and Provost leadership. Confirmation was provided that focus is also placed on key recruitment areas outside the 18-county service region.

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

The Enrollment Management and Student Success Committee adjourned at 2 p.m.

## Finance Committee

### Reconvene

Regent Owens reconvened the Finance Committee meeting at 2:01 p.m. and reported all other members were present.

### McCracken County Bond Refinancing, approved

Vice President Dudley reported that the Crisp Center in Paducah, Kentucky, was originally financed by McCracken County. In 2011, McCracken County issued its General Obligation Bonds, Series 2011, to finance the costs of a new regional educational center and related land improvements for the University to construct what is now known as the Crisp Center. The University currently pays on the bonds for the project but does not hold those bonds. McCracken County is undertaking refinancing efforts and, due to currently low interest rates, is working to refinance these bonds in early 2022. The Resolution presented requests Board approval to restate the Ground Lease and the Contract, Lease and Option for refinancing plan and the associated exhibits were provided.

Mark Rawlings and Michael Oldiges from Baird, the University's financial services company, were present as they serve as financial advisors on this issue. Mr. Rawlings reported that the Board of Regents represents the third step in the approval process for this action. When these bonds were originally financed in 2011 they were issued for approximately \$10 million. McCracken County agreed to contribute \$325,000 per year toward debt service and the City of Paducah agreed to contribute \$175,000 per year. Any remaining balance would be the University's responsibility. This has amounted to approximately \$154,000 for Murray State per year through Fiscal Year 2032.

The current arrangement was accomplished through an inter-local agreement between McCracken County and the City of Paducah and a lease between Murray State University and McCracken County. The lease has two parts – a Contract-Renter Lease and also a Ground Lease. The Resolution presented to the Board today authorizes an amendment to both. The specific amount Murray State University would pay has not been included because it is not yet known. The goal is to take savings generated by the refinancing and give involved parties a pro-rata share of those savings based on their original participation in the endeavor. Currently, that would amount to slightly over \$8,000 per year for Murray State which will amount to about \$90,000 in total for the remaining life of the bonds. Interest rates are currently very low and securing a 1.7 percent rate is projected – compared to 3.20 percent which is the current rate on the outstanding bonds. Pending Board approval, Baird is scheduled to sell these bonds during the first week in January. Confirmation was provided that the Paducah City Commission and the McCracken County Fiscal Court have already issued ordinances to amend the agreements into a pre-bond issue. These approvals were secured in November. The reason the Board is being asked to approve the Resolution presented is due to the fact that all the original leases and documents did not contemplate refinancing. Ultimately the final debt service amounts for the Ground Lease will be added once bonds are actually priced. Confirmation was provided that the savings to the University are from a lower rate and not extending the life of the bonds and the amounts presented include closing costs for Baird.

On behalf of the Finance Committee, Chair Crigler moved that the Board of Regents, upon the recommendation of the President of the University, adopt the Resolution and Leases, said Resolution entitles:

A Resolution of the Board of Regents of Murray State University approving the execution of an amended and restated Ground Lease and an amended and restated contract, lease and option with the county of McCracken, Kentucky, relating to issuance of the county's General Obligation Refunding Bonds, Series 2022A, the proceeds of which will refinance the county's outstanding General Obligation Bonds, Series 2011, which financed the costs of the acquisition, construction, installation and equipping of a regional campus facility in Paducah, Kentucky, utilized by the University, with annual maximum rental payments under the lease not to exceed \$155,000; authorizing the execution of various documents related to such lease and authorizing other actions in connection therewith.

Regent Shemberger seconded and the motion carried.

**Full Board Action – McCracken County Bond Refinancing, approved**

On behalf of the Finance Committee, Regent Owens moved that the Board of Regents, upon the recommendation of the President of the University, adopt the Resolution and Leases, said Resolution entitles:

A Resolution of the Board of Regents of Murray State University approving the execution of an amended and restated Ground Lease and an amended and restated contract, lease and option with the county of McCracken, Kentucky, relating to issuance of the county's General Obligation Refunding Bonds, Series 2022A, the proceeds of which will refinance the county's outstanding General Obligation Bonds, Series 2011, which financed the costs of the acquisition, construction, installation and equipping of a regional campus facility in Paducah, Kentucky, utilized by the University, with annual maximum rental payments under the lease not to exceed \$155,000; authorizing the execution of various documents related to such lease and authorizing other actions in connection therewith.

Vice Chair Tharpe seconded and the roll was called with the following voting: Mr. Aguiar, yes; Dr. Evans, yes; Dr. Fitch, yes; Mrs. Gray, yes; Mr. Owens, yes; Mr. Puckett, yes; Mrs. Rudolph, yes; Dr. Shemberger, yes; Dr. Tharpe, yes; Mr. Waldrop, yes and Mr. Crigler, yes. The motion carried unanimously.

(See Attachment #16)

**Project Approvals, approved**

Vice President Dudley reported that Delegation of Authority Item #20 states that "...Prior to moving forward, all projects costing over \$200,000 and up to the threshold denoted by Kentucky statute should be reviewed by the Board Chair and the President and a determination made in terms of those projects requiring further Board approval." A Projects Schedule was included in the eBoard book. The Stewart Stadium waterproofing and repairs project is already underway but the scope is being increased by \$150,000. A source of funds for this increase has been identified. Confirmation was provided that this increased project scope is to specifically address repairs needed in the Dennis Jackson Racer Room. A second project relates to the new Breathitt Veterinary Center building. A need for an external storage building has been identified and there is money in the funding source – state bond proceeds – to undertake this project and Board approval is being requested to advance this work. The University is also seeking approval for \$400,000 for Elizabeth Residence Hall for cooling system repairs. The Board has already acted on the demolition of Springer II Residence Hall in the amount of \$600,000.

On behalf of the Finance Committee, Regent Shemberger moved that the Board of Regents, upon the recommendation of the President of the University, approve the projects outlined on the listing provided. Chair Crigler seconded and the motion carried.

**Full Board Action – Project Approvals, approved**

On behalf of the Finance Committee, Regent Owens moved that the Board of Regents, upon the recommendation of the President of the University, approve the projects outlined on the attached listing. Vice Chair Tharpe seconded and the roll was called with the following voting: Mr. Aguiar, yes; Dr. Evans, yes; Dr. Fitch, yes; Mrs. Gray, yes; Mr. Owens, yes; Mr. Puckett, yes; Mrs. Rudolph, yes; Dr. Shemberger, yes; Dr. Tharpe, yes; Mr. Waldrop, yes and Mr. Crigler, yes. The motion carried unanimously.

(See Attachment #17)

**Personal Services Contracts, approved**

Vice President Dudley reported that Item #11 of the Delegation of Authority stipulates that the Board: "...approve all Personal Services Contracts totaling more than \$50,000. The Board will be notified of all Personal Services Contracts between \$10,000 and \$50,000 before they are submitted to the Legislative Research Commission (LRC). Upon review, individual Board

members may request that these be held for approval at the next Board meeting.” The contracts on the listing provided require approval by the Board of Regents.

The first project extends the contracts of multiple architectural and engineering firms. This is done every year, effective July 1, in order to establish contracts with multiple firms to undertake smaller projects on campus. The Audit Contract was approved by the Board earlier today. The third item is for supplemental services for litigation counsel and is for general purposes and does not represent specific litigation. The fourth item is for Personal Service Contract for a financial advisor and bond counsel to assist with the P3 projects.

On behalf of the Finance Committee, Regent Rudolph moved that the Board of Regents, upon the recommendation of the President of the University, approve the Personal Services Contracts as listed in the document provided per requirements of the Delegation of Authority (Item #11). Chair Crigler seconded and the motion carried.

### **Full Board Action – Personal Services Contracts, approved**

On behalf of the Finance Committee, Regent Owens moved that the Board of Regents, upon the recommendation of the President of the University, approve the Personal Services Contracts as listed in the attached document per requirements of the Delegation of Authority (Item #11). Regent Gray seconded and the roll was called with the following voting: Mr. Aguiar, yes; Dr. Evans, yes; Dr. Fitch, yes; Mrs. Gray, yes; Mr. Owens, yes; Mr. Puckett, yes; Mrs. Rudolph, yes; Dr. Shemberger, yes; Dr. Tharpe, yes; Mr. Waldrop, yes and Mr. Crigler, yes. The motion carried unanimously.

(See Attachment #18)

### **Adjournment**

The Finance Committee adjourned at 2:15 p.m.

### **Marketing and Community Engagement Committee**

Tom Waldrop – Chair  
Sam Aguiar  
Jessica Evans  
Virginia Gray  
Melony Shemberger

Chair Crigler reported that there being no business to address, the Marketing and Community Engagement Committee did not meet.

### **Policy Changes**

#### **Revised Board of Regents Policy Manual – Section 6.6 – University Standing Committee System (second reading), approved**

President Jackson reported that this represents the second reading of a policy that the Board first approved at the September 2021 Quarterly Meeting. The change simply increases membership in regard to the University Budget Advisory Committee. The change adds the Faculty Senate and Staff Congress Presidents as ex-officio members. The Committee advises the administration in regard to budgetary matters and approval of the second and final reading is being recommended.

Regent Shemberger moved that the Board of Regents, upon the recommendation of the President of the University, approve revisions to the *Board of Regents Policy Manual – Section 6.6 – University Standing Committee System* as presented as part of this second reading. Regent Fitch seconded and the motion carried unanimously.

**New Personnel Policies and Procedures Manual Section IV P – Paid Parental Leave Policy and Resulting Changes to Section IV C – Sick Leave Policy and Section IV M – Family and Medical Leave Policy (first reading), approved**

Mrs. Hixon reported the following:

- The President’s Task Force on Work-Life Balance Parental/Family Leave Subcommittee proposed a *Paid Parental Leave Policy*. After an institutional review of the proposal and comparative research of 16 Kentucky and/or Ohio Valley Conference member institutions, a *proposed Paid Parental Leave Policy* was developed. Of the 16 institutions reviewed, seven already had a *Paid Parental Leave Policy* in place and another institution was in the process of reviewing available options.
- The proposed policy was also presented to and recommended by the University’s Insurance and Benefits Committee.
- The *Paid Parental Leave Policy* would provide for up to six weeks of paid leave for regular faculty and staff within the first twelve weeks following an eligible childbirth or adoption and may be used in lieu of accrued sick leave, vacation leave or family and medical leave. This policy does not extend the amount of time an employee may qualify to be away from work. Regular part-time employees are eligible for paid parental leave on a pro-rata basis. The policy provided to the Board contained specific details with regard to eligibility and procedures.
- This policy can also be utilized in lieu of the current sick and vacation leave policies because currently some younger or new employees do not have enough time available to cover the entire six-week timeframe.
- In order to be eligible, individuals must have been employed by the University for at least six consecutive months.
- Contingent upon the adoption of this policy, the current *Sick Leave* and *Family and Medical Leave* policies will require minor modifications. As current policy is structured, employees would utilize their sick and vacation paid leave. From there they could be eligible for family and medical leave or sick leave. The change which will be made to these policies is that employees will not be required to utilize these leave options first. A regulation has also been added to these policies relative to federal legislation surrounding this issue. Any action taken by the Board will not be in excess of the federal limits.
- Adding this leave option will also help with recruitment and assist the University in terms of competitiveness for faculty and staff by providing job protection and financial stability – both of which have been identified as key concerns important to potential employees.

Regent Shemberger moved that the Board of Regents, upon the recommendation of the President of the University, approve the attached new *Personnel Policies and Procedures Manual – Section IV P – Paid Parental Leave Policy* and the resulting changes to *Section IV C – Sick Leave Policy* and *Section IV M – Family and Medical Leave Policy*, effective April 1, 2022. Regent Evans seconded and the motion carried unanimously.

(See Attachment #19)

**Supplemental Materials, received**

President Jackson reminded the Board that supplemental materials in the eBoard book include the “Good News” Report (Winter 2021); Quarterly Branding, Marketing and Communication Report (July – September 2021) and Sponsored Programs – Grants and Contracts Report (in which grant awards are up significantly over last year).

**Other Business/Adjournment**

There being no further business to come before the Board, Chair Crigler indicated he would entertain a motion for the Board of Regents Quarterly and Committee meetings to adjourn. Regent Fitch so moved, seconded by Regent Rudolph, and the motion carried unanimously. Adjournment was at 2:30 p.m.

  
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Secretary Jill Hunt

  
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Chair Eric F. Crigler