# Minutes of the Quarterly Board of Regents Meeting and Committee Meetings Murray State University February 24, 2017

# Call to Order/Roll Call

The Board of Regents (BOR) of Murray State University (MSU) met on Friday, February 24, 2017, in Quarterly and Committee Session in the *Jesse Stuart Room* in Pogue Library on the main campus of Murray State University. Chair Stephen Williams called the meeting to order at 8 a.m. and welcomed those present.

The roll was called and the following members were present: Clinton Combs, Katherine Farmer, Sharon Green, Susan Guess, Daniel Kemp, Jerry Rhoads, Lisa Rudolph, Phil Schooley, Jenny Sewell and Stephen Williams. Absent: Walter Bumphus.

Others present were: Robert O. Davies, President; Jill Hunt, Senior Executive Coordinator for the President, Coordinator for Board Relations and Secretary to the Board; Renae Duncan, Acting Provost and Vice President for Academic Affairs; Jackie Dudley, Vice President for Finance and Administrative Services and Treasurer to the Board; Don Robertson, Vice President for Student Affairs; Adrienne King, Vice President for University Advancement; Bob Pervine, Acting Vice Provost; Bob Jackson, President, Murray State Foundation; Allen Ward, Athletic Director; Fred Dietz, Associate Vice President for Enrollment Management; Renee Fister, Senior Presidential Advisor for Strategic Initiatives; John Rall, General Counsel; David Burdette, Interim Chief Facilities Officer; Michelle Saxon, Internal Auditor; the Collegiate Deans and members of the faculty, staff, students, news media and visitors.

#### AGENDA

Roll Call	Secretary Hunt
Minutes of the Quarterly Board of Regents Meeting and Committee Meetings December 9, 2016*	Chair Williams
Public Participation	Chair Williams
<b>Board Development: Murray State University Foundation</b>	Foundation President Jackson
Report of the Chair	Chair Williams
Report of the President	President Davies
<b><u>Report of the Constituency Regents</u></b>	Regent Farmer Regent Schooley Regent Combs
<u>Report of the Treasurer</u> * (Quarterly Financial and Investment Reports)	Vice President Dudley
<b>University Budget Update (For Information Only)</b>	President Davies/Vice President Dudley
<u>Student Health Services and Auxiliary Services</u> <u>Consultant Reports</u> *	President Davies/Vice Presidents Dudley and Robertson
Strategic Plan Update (For Information Only)	Sr. Pres. Advisor for Strategic Initiatives Fister
<u>Retirement of the MSU Comprehensive Plan</u> *	Sr. Pres. Advisor for Strategic Initiatives Fister/Dir. for Inst.

Murray State University Annual Police Department Report (For Information Only)

Chief Herring

# **Committee Reports/Recommendations**

А.	Acade 1) 2)	emic Excellence and Scholarly Activities EDGE Office of Experiential Education Update (For 1 Program Proposal: Master of Science in Occupational	
	3) 4)	Information Only) Center for International Business and Trade Update (F Mid-America Remote Sensing Center (MARC) Name C Mapping Applications and Resource Center (MARC) (I Only)	Change to
NOTE: <u>Fu</u>		Full Board action will follow Committee action.	
В.	Audit 1)	and Compliance Auditing Services Contract*	Regent Sewell
NOTE	E:	Full Board action will follow Committee action.	
C.	Buildi 1) 2)	ings and Grounds Transfer of Old Breathitt Veterinary Center Property* Major Projects Update (For Information Only)	Regent Green
NOTE: <u>Full Board action will follow Committee action</u> .			
D.	Enrol 1) 2) 3)	lment Management and Student Success Spring 2017 Preliminary Undergraduate and Graduate Enrollment Update and Fall 2017 Undergraduate Appli Update (For Information Only) Spring 2017 Retention Update (For Information Only) Office of Multicultural Affairs Update (For Information	ications
Е.	Marka 1)	<ul> <li>keting and Community Engagement Regent Guess Gifts-in-Kind:*         <ul> <li>a. ADTRAN Telecommunications Laboratory Equipment for Murray State Telecommunications Systems Management Program</li> <li>b. iwis engine systems Chevrolet VOLT for the Murray State Institute Engineering</li> </ul> </li> </ul>	
	2)	University Advancement Update (For Information Only	y)
F.	Finan 1) 2) 3) 4) 5) 6)	ce Quasi-Endowment Designation Student-Athletes* Annual Lease Report* Fiscal Year 2017-18 Budget Preparation Guidelines* Personal Services Contracts* Projects Approved by the Board Chair* Personal Services Contracts Schedule of Expenditures Only)	Regent Kemp s (For Information
NOTE	E:	Full Board action will follow Committee action.	
G.	Legisl 1)	ative and Economic Development Legislative Update (For Information Only)	<b>Regent Rhoads</b>
Policy	<u>Chang</u>	res* Presid	lent Davies

A. Mission Statement Review Policy and ProceduresB. Student Life: Alcohol and Other Drug Policy

2,200 restricted funds, representing a great deal of activity in terms of funds being held and managed on a daily basis by the Foundation to ensure they are being expended as intended by the donor. Properties owned by the Foundation which are leased to the University include the Hutson Farm, the Pullen Farm, the Arboretum, Eagle Rest Plantation and the Sorority Suites. The Foundation also owns and manages Miller Memorial Golf Course which benefits Racer Athletics, students, faculty, Chair Williams commended the Foundation for a great track record and being such a valuable asset to the University. Dr. Jackson indicated this is possible due to the generosity of many individuals ó over 23,000 individual, distinct gifts to the Foundation during the last campaign.

O t0Tj qcf u'gej qgf 'Ej ckt''Y knkco uø'eqo o gpu''cdqwi'y g'O wtc { 'Ucvg'Hqwpf cvkqp''cpf 'kpf kecvgf " this institution would not be what it is today without the assistance provided by this entity. These gifts do not just happen. They are nurtured and worked over several years through many contacts and visits. Dr. Jackson has done an outstanding job in this regard. The Foundation and Dr. Jackson were complimented on the fine work understand they need to become lifelong learners, questioners, individuals seeking solutions and leaders. This is not achieved by limiting discussion or determining which ideas can or cannot be presented on a university campus. At Murray State, academic freedom is embraced. The notion that everyone has ideas and has a right to defend those ideas and thoughts is embraced. All have a right to explore and gain knowledge, disseminate that information and work with others to persuade, learn and grow. Faculty are not simply teaching students ó they are teaching one another. All are not teaching others to simply make one step in front of the other but to embrace change and be the positive force for change. While the notion that some bills need to be passed to protect freedom of speech and rights can be understood, adhering to this philosophy is also the soul and ethic of any university. As the Regents talk about tactical issues today, they should keep in mind what this institution is really about and the need to celebrate differences and opportunities to engage. Dr. Davies commended the Deans who are at the forefront of ensuring academic freedom persists for faculty and students. They are the ones who ensure the University can continue to diffuse, create and apply knowledge. This is the essence of what Murray State is all about. This represents a very interesting time where all need to embrace differences in order to engage and explore and not be bound d{"qpg@u"qy p"r ctcf ki o u"o by welcoming new paradigms. Everything the Board will discuss today affects how the institution can continue to have the spirit of intellectual curiosity ó the growth of souls and minds ó to further and create a better world.

Dr. Davies introduced Ben Littlepage, an outstanding Professor in Postsecondary Education Administration, who is accompanied by several students currently undertaking the charge just mentioned. They will become educational leaders and Dr. Littlepage indicated all five students will graduate in May with the Master of Arts in Postsecondary Education Administration. Some currently work as full-time professionals in postsecondary education and others will begin their career after graduation. The students present were:

Amanda Blankenship (Clarksville, TN) ó Hopkinsville Community College Student Activities Coordinator Brooke Hubbard (Dyersburg, TN) ó Murray State Interim Greek Life Coordinator Eve Kotter (Benton, KY) ó One bill being proposed in the Legislature is to honor the concealed carry permit law on campus and this is being closely monitored by the University administration. The Murray State Rifle Team won the Ohio Valley Conference Championship with stellar shooting.

being planned for the Spring Semester. Opportunities to bring other cultural experiences to students in the region will provide an expanded knowledge base for students as they move to enter a global society workforce that has become a permanent part of the economy.

The Nonprofit Connections event occurred on February 15 under the direction of Robin Esau, Lecturer, Department of Community Leadership and Human Services. This event is held each semester and since 2011 the Nonprofit Leadership Program has invited nonprofit community partners to campus to provide all students ó regardless of whether they are in the Nonprofit Leadership Program ó with an opportunity to explore a broad range of nonprofit organizations in the area for internships and volunteer activities. Students can participate either during an academic year or the summer. The event normally attracts 35 to 45 community partners to talk with students about available opportunities and approximately 200 students participate in this event each year. A class taught by a Murray State faculty member ó Kelly Rogers, Associate Professor, Department of Community Leadership and Human Services ó partners with Nonprofit Connections where the students actually help organize and run the event. The students then assess the event to identify areas for improvement. This represents a learning process for the students to teach them how to facilitate an event of this size. Ms. Farmer visited with several of the community partner participants and they view it as a win-win proposition for them and the students. Opportunities such as this allow Murray State students to make face-to-face connections with organizations and companies which will benefit their experience here on campus as well as when they venture into the workforce. The Hutson School of Agriculture has some very inventive and creative students who developed the Farrowing Learning Laboratory in January 2017 to provide students with a hands-on learning experience in swine production, livestock management and marketing. This new laboratory grew out of a class assignment under the direction of HSOA Assistant Professor Matthew Shultz. The class was presented with an assignment to develop a new Swine Farrowing unit at the North Farm. After developing a plan, the class presented the project to HSOA Dean Tony Brannon who combined it with another proposal to create a show pig production unit, resulting in the creation of the Farrowing Learning Laboratory. Through these learning experiences students will be able to work with pigs from birth to sale. The project will also allow students to have practical experience in the agriculture sphere beyond show pigs. A lot of students may be accustomed to showing pigs but do not have actual experience with the process from birth to sale. The target market for actual sales are places like Future Farmers of America, 4-H and other youth organizations. The potential to partner with Dining Services is also being explored. It is wonderful when innovative projects that begin with student ideas become a reality that will benefit the experiential learning opportunities for current and future students for years to come.

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The goal has been to o ckpvckp"cvhgcuv'c'72"r gtegpvtgur qpug"tcvg"cpf "y ku"{gctøu'tcvg"y cu'7904"r gtegpv" ó

difference of \$3.8 million. There is a great deal of activity yet to occur because as of December many students had not yet enrolled and scholarships had not been posted. At the end of January, after the Spring Semester had started, scholarships had been posted and revenues had been booked with an approximate \$6.5 million shortfall being predicted. Summer school numbers are not yet known but if the University can reach summer school budget

will hnvewcvg'y kj 'o ctngv'ej cpi gu0''Qxgtcm''y g'Wpkxgtukv{øu'gpf qy o gpv'hwpf u'ó compared to this point last year ó are in much better shape.

On behalf of the Board of Regents, Mr. Kemp moved that the Board of Regents, upon the recommendation of the President of the University, approve the Quarterly Financial and Investment Reports as presented. Mr. Rhoads seconded and the motion carried.

## (See Attachment #1)

## University Budget Update (For Information Only), received

Dr. Davies reported that Budget Preparation Guidelines for fiscal year 2017-18 were included in the eBoard book. This document will be presented for action by the Finance Committee and is being recommended for approval and adoption by the entire Board. The format for the budget guidelines is similar to that utilized over the past two years and will provide the University administration with guidance in terms of how the budget setting process proceeds. The proposed budget guidelines have been shared with the Deans who have provided input, along with the leadership of Faculty Senate and Staff Congress. As Ms. Dudley reported, the University is beginning the fiscal year with a decline in revenue as a result of decreased enrollment. It is important to note that the decline in enrollment is not a result of the next incoming freshman class but is due to smaller class sizes continuing through the pipeline. Graduate enrollment numbers are also down which adds additional pressure to the enrollment decline. A very conservative revenue base is being recommended. The enrollment decline is projected to result in a \$4.5 million decrease in revenue as a starting point. The budget guidelines include four general areas of focus for establishing priority funding items and spending throughout 2017-18 and those include people, places, programs and revenue.

People includes faculty, staff and students and as the budget is developed it is important to continue to have cost-of-living (COLA) adjustments as part of the process. Last year the University also started a three-year phase-in process to address salaries for the lowest paid employees in order to move them up into a slightly higher pay rate. The Staff Perspective Survey results presented by Regent Schooley exemplify the importance of this component of the budget. All are also focused on faculty and staff diversity. Upon the advice and wisdom of the Provost and the Deans, there is a desire to create an investment pool to recruit diverse faculty and staff. As the administration looks to the future it is important that a budgeting pool for merit raises be developed, although the initiative will not be included within this particular budget timeframe. This will be in addition to the COLA adjustment which is provided across-the-board to all employees. As future budgets and programs are considered, the University will be moving toward a merit model for faculty and staff. In terms of students, support will continue for the Commonwealth Honors Academy and the Honors College as well as for First-Year Experience Programs. A focus will also

preparation process in an understandable way. He not only walked away from the meeting with

#### Ms. Dudley and Dr. Robertson presented the following:

The Executive Summary, as well as the full consultant reports, were included in the eBoard book. A Request for Proposals (RFP) for Student Health Services issued in April 2016 was awarded to Hodgkins Beckley Consulting (HBC). The objective of the engagement was to evaluate and recommend the most efficient and effective options for health services at Murray State. The consultants also provided a limited overview of University counseling services currently offered, although their primary focus was on health services.

The consultants visited campus and spent a significant amount of time talking with students, faculty and staff. The University provided the consultants with a great deal of information about current health and counseling services for evaluation prior to their visit. General observations include that students, faculty and staff were very positive about health services currently provided, the quality of care and the staff housed within both health services and counseling services. The consultants indicated there is a very high level of satisfaction in this area. There was also a significant desire for health services to continue to be offered on campus. Current services are accessible and students are able to receive care, especially in emergency situations, to pay per visit, use insurance or Medicaid would be accepted. On-campus counseling services operati

the same model with no cost for services. There are six counselors in the Counseling Center who

evaluated and some decisions could

cited as an advantage to help offset these costs. Under the higher deductible plan the employee pays for each visit instead of paying a co-pay to see a doctor. For minor services such as a flu shot employees can go to Student Health Services and he wants to make sure that option remains available to faculty and staff and they are included in the research.

Dr. Robertsop'kpf kecvgf 'vj g'i qcn'qh'vqf c{øu'r tgugpvcvkqp''y cu'vq''r tgugpv'vj g''uwf {'vq''y g'Dqctf 'vq'' seek direction on how this body would like the administration to proceed. Chair Williams indicated the general consensus of the Board is that the University needs to continue to provide accessible physical and behavioral services, preferably on campus, for students, faculty and staff. The Board needs additional information in terms of how this is accomplished and the process which will be utilized to determine options, along with the financial implications.

Dr. Davies reported

maintained but is not increasing the number of staff responsible for maintaining that additional space. The administration is reviewing the options presented to determine how they can best be addressed, no recommendation has been implemented at this point and different components of each of the suggestions could eventually be utilized.

The second recommendation with regard to Housing and Residence Life was to explore outsourcing residence hall maintenance staff. Currently the University has maintenance staff dedicated to housing but there are limitations in terms of what can be provided. In response to a question regarding whether a local company would provide these services, it was indicated that it was likely such companies would be available in Paducah or Louisville, Kentucky, or Nashville, Tennessee. The consultants did not identify a specific entity that could provide such services. It was added that there are companies in Clarksville, Tennessee, and Hopkinsville, Kentucky, which offer these type of contracting services.

The third recommendation was for the University to retain operational control of the Residential Life Program. This would include the residential colleges and associated programming to ensure that these operations remain in-house.

Although all of these recommendations include exploring outsourcing for custodial and maintenance services, the consultants did not include those recommendations for the overall units of Housing, Dining and the University Store. The consultants felt the University was financially operating these units at a level where it is recovering a similar or more return in relation to what a third party might be able to provide. There are certainly reasons to consider outsourcing to move some of these hwpekqpu'qhh'qh'y g'Wpkxgtuks{øu'cf o kpkntckxg''qxgtuk j ŵ''The consultants felt these were basically well-functioning operations but consideration should be given to other possible structures. The fourth recommendation was to institute an aggressive and comprehensive

additional revenue for the University.

Council will represent a standing advisory group which will voice concerns about police practices and provide input on policies and procedures. The advisory group will also help the Police Department build dialogue with students. The organizational meeting of this body will occur in March and the Student Government Association President will be a standing member, as well as members from specific organizations and at-large representation.

An effort will be made to establish a Bridging the Gap-Police/Community Relations Program which represents a way to build relationships with the community utilizing improvisation, games and other tools. Officers will likely benefit more from this initiative than the community because they can put themselves in the place of individuals they are serving. A Ride Along Program has also been established which allows members of the community to ride in a police car and see first-hand what officers do. All Board members were invited to participate if they are interested.

All departmental procedures will also be revised. Model policies from the International Association of Chiefs of Police and the Commission on Accreditation of Law Enforcement Agencies are being reviewed to ensure current Police Department practices meet 21<sup>st</sup> Century standards for law enforcement agencies. This work will continue over the coming months.

C'tgxkgy "qh'y g'Wpkxgtukx{ øu'Go gti gpe { 'Operations Plan will be undertaken. A good plan is

currently in place but it currently does not include all the agencies it should and it is not concise,ons Plan will be

The vision for the Office of Experiential Education is to provide Murray State students with the best experiential learning program in the nation. The mission for the office is to assist students, faculty and staff in developing, promoting and participating in experiential learning activities. The idea for the EDGE office grew from the Murray State University Quality Enhancement Plan (QEP) ó Bring Learning to Life. In order to determine what the institutional priority should be, an environmental study of all constituency groups associated with the University was conducted. It was clear

Plan to ensure that all students have the opportunity to have an experiential education opportunity before they graduate. The following was reported in terms of baseline numbers:

2015

will rgegkxg''y g'Wpkxgtuk {øu'Ugth-Study in August with approval being anticipated in December 2017. The expected start date for the program is June 2018.

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

## <u>Center for International Business and Trade (Murray State-Paducah) Update (For</u> <u>Information Only), received</u>

Dr. Sandy J. Miles, *Hutchens Distinguished Professor of Management* and Professor of Management, Marketing and Business Administration reported the following:

Appreciation was expressed to the Board for their leadership. Dr. Davies and Dean Tim Todd, *Arthur J. Bauernfeind College of Business*; Dr. Brian Van Horn, Associate Provost for Regional Academic Outreach; Dr. Jackson and Mr. Wooldridge were thanked for supporting and shepherding this project. Paducah was named as a Foreign Trade Zone (second in the state) in December 2015, affording this region with significant opportunities for economic growth and development and, ultimately, job creation. Designation as a Foreign Trade Zone means these areas are more attractive because some fees associated with shipping through local ports will now be removed. There is tighter security given the customs border and merchandise can remain within this zone indefinitely. This means that distribution and intermediary firms will be attracted to the Foreign Trade Zone because they can import parts from around the world and assemble them in Paducah and not pay a tariff until the product leaves port. This initiative is aimed and designed toward enhancing economic development and job growth in Paducah.

In terms of state and local taxes, approximately \$1 billion is raised from trade. Kentucky trades with 198 countries with the United Kingdom, France and Canada being the top trading partners. Brazil, Mexico and China are also customers. Trade supports approximately 138,000 jobs and the United States Department of Commerce projects this number will exponentially increase over the next decade.

Thiu'lgcxgu'Mgpwen{ 'kp''c''wpks wg'r qukkqp'kp''yto u'qh''tcf g0''Qpg''qh'yj g''ucvgøu''qr 'r tqf wew'ku'' aerospace, including motor vehicles, resins, rubber and basic chemicals. The state also has a great reputation overseas. Kentucky is globally connected with two international airports, two worldwide air cargo hubs (DHL and UPS); over 1,200 miles of navigable waterways and nine active river ports; 3,192 miles of track, including 2,323 miles of Class I track and 20 interstates and major highways, including the I-69 corridor which will connect Canada and Mexico. If goods can get to Kentucky y g{ 'y kn'dg'y ky kp'qpg''f c{øu'f tkxg''qh'w q-thirds of the population in the United States or a two-hour flight to most major cities in the United States. Kentucky is in the center of a 34-state distribution system.

Most exporting is currently conducted in the center part of Kentucky in Louisville (\$8.8 billion), Lexington (\$2.2 billion) and Bowling Green (\$243 million). This helps to illustrate the economic landscape of this proposition. Taking into consideration where growth is occurring versus where the resource centers are, it can be seen that western Kentucky has Small Business Development Centers, the United States Export Assistance Center, the Northern Kentucky International Trade Association and the World Trade Center of Kentucky in Lexington. There is no support mechanism located in western Kentucky available to businesses engaged in international business and trade. The Wpkxgtukx{@u"ewttgpv'r tqi tco o kpi "cpf "hcewnx{"gzr gttise are a natural conduit for filling the gap for this underserved market that has now been designated as a Foreign Trade Zone. Projections from the U.S. Department of Commerce and how e-commerce is transforming international trade further show the potential in this area. Currently there are two million participants on Amazon who are trading globally, two million on Alibaba, 50 million on Facebook and 59 million on EBay. Quite a lot is occurring with regard to international business and trade and Kentucky is sitting in the geographic center. O wttc{ 'Uccygu'role in this enterprise is unique because the Paducah Regional Campus is adjacent to a Foreign Trade Zone which provides huge opportunities for students to receive relevant degrees and position job growth and economic development in Kentucky.

Vj g"Wpkxgtukx (øu'O kukqp"Ucvgo gnt includes teaching, research and service excellence which are core values and guiding principles that promote economic development for the well-being of the citizens of the Commonwealth of Kentucky and the region. The University places a high premium on academic outreach, collaborative relationships with alumni, the public schools, business and industry, governmental agencies and other colleges and universities at home and abroad. The University is committed to international education as an integral dimension of the Murray State experience. The Center for International Business and Trade will partner with other businesses and educational institutions. The vision for the Center is to become the hub for business resources and information

necessary to support and heekkey'i tqy y 'hqt'y g'tgi kqpøu'dwikpgugu.'y gtgd{"cf xcpekpi 'tcf g"cpf" economic development for western Kentucky and boosting the state economically. The University wants to position the Center as a place that allows students to interact more closely with businesses and engage in more real-life experiences with international trade and business.

The Center will engage diverse stakeholders (including businesses and community-based organizations), philanthropic organizations, government and educational institutions. Paducah has a reputation for doing just this and in 2000 launched the Artist Relocation Program. This brought

together government agencies and local businesses to improve Paducah. In 2015, Paducah reported receiving approximately \$40 million in economic development gains from this program alone. Several cities have taken pages out of the Paducah playbook. Most recently, New York City passed the Workforce Innovation Opportunity Act that calls for a center or hub to be established witew York

# **Buildings and Grounds Committee**

Sharon Green Chair Clinton Combs Daniel Kemp Jerry Rhoads Phil Schooley

Ms. Green called the Buildings and Grounds Committee to order at 1:20 p.m. and reported all Committee members were present.

# **Transfer of Old Breathitt Veterinary Center Property, approved**

Mr. Kemp disqualified himself from any Board discussion or vote associated with the Breathitt Veterinary Center because he has been involved in facilitating this transfer.

work progresses. A final commissioning will be conducted at the end of the process in order to guarantee everything works properly.

Fall 2016 enrollment was down 5 percent and this typically represents a carryover trend to the following Spring Semester. Total enrollment is down 4.9 percent for Spring 2017 and this includes both undergraduate and graduate numbers.

First-time freshmen numbers are down by 23 students. First-time transfer enrollment is also down slightly (34 students). First-time graduate enrollment is down slightly from last year (73 students). Overall, preliminary international enrollment numbers are down by approximately 170 students. The preliminary enrollment report indicates that Spring enrollment is down from last year by approximately 5 percent but numbers are not locked in with the Council on Postsecondary Education until March 25. Factors which can be attributed to the overall decline are as follows:

- Approximately 192 fewer total students in graduate programs;
- Approximately 176 fewer international students;
- Approximately 63 students were purged due to nonpayment;

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three to four years. There has been no consistency in terms of programs these students are choosing that Murray State may not be offering.

Confirmation was provided that within the Office of Recruitment there are six Admissions Recruiters dedicated to freshmen and two individuals who focus on transfer recruitment. Last year over 1,100 programs or activities were offered specifically for the recruitment of freshmen students. A lot of cross-recruiting also takes place where freshmen recruiters will recruit for transfer students and transfer recruiters will seek out freshmen students. Dr. Davies added that although these individuals have recruiting or admissions in their title, everyone at the institution serves as part of the recruiting team for Murray State. Mr. Dietz indicated an initiative will be undertaken this Spring to reach out to students who did not enroll at Murray State but chose to attend a community college instead and this data has been collected over the past three years. The University cannot reach out to students who chose to attend another four-year institution.

Mr. Kemp stated that one criteria associated with performance funding is recruiting more students who are Pell-

Ongoing initiatives for Spring 2017 include completing Sophomore Focus Groups by March 16, evaluating best practices and producing a summary report about sophomore retention opportunities by April. Other Freshmen Focus Groups involve those students not making timely progression to sophomore status. An effort will be made to explore reasons why these students are progressing at a slower rate than others and to complete focus group meetings with these students. The Retention Office will contact and work with students who are struggling academically (based on previous terms grade point average (GPA) and/or academic standing) to provide support and assistance. The office will also initiate earlier contact with students, and their advisors, within the 2012 graduating cohort to support their graduation within the six-year timeframe. Contact with students in the 2011 cohort has been made either directly y kj 'kj g'uwf gpu''qt 'kj tqwi j 'eqo o wpkeckqp''y kj 'kj g'uwf gpwa''cf xkuqt0'' The office will also be promoting an awareness and use of the MAP-Works online software system. Training for faculty and staff will be hosted by the Faculty Development Center and training documents will be created and posted on the website.

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

# Office of Multicultural Affairs Update (For Information Only), received

Sr. and Senior Vice President of Advertising Standards at NBCUniversal, Inc. Ndidi Oriji who served as the luncheon keynote speaker. Students were required to select an individual to research in order to write a paper and present at a poster session. These 31 ESI students participated in a poster session highlighting research on race and ethnicity across various academic disciplines.

The Office of Multicultural Affairs, in partnership with the Emerging Scholars Institute and the Black Student Council, initiated the Diversity Pledge Challenge to promote diversity and inclusion across campus. The Diversity Pledge initiative garnered 4,355 signatures and was recognized by WPSD Local Channel 6.

The Black Student Council chartered the National Association for the Advancement of Colored People Murray State College Chapter this summer. The Chapter currently has 56 members. The Martin Luther King, Jr. Community Breakfast and Day of Service had 130 faculty and staff, students and community members in attendance. Six agencies supported by United Way benefitted htqo "qxgt"&3.722'kp"f qpckqpu"\*hqf"cpf "enqy kpi +0"Vj gug'kpenxf gf "Cpi gn/u"Cwke. 'O gtt {o gp"J qwg." Soup for the Soul, Gentry House, CASA by the Lakes and Need Line.

The Emerging Scholars Institute has established partnerships with the academic areas of nursing and Teacher Education and most recently the graduate programs. These efforts have resulted in the establishment of mentoring programs for students of color in nursing and teaching.

To help facilitate experiential learning, the Office of Multicultural Affairs created two student internships for ESI students and applications are currently being reviewed for Fall 2017.

S. G. Carthell was selected by the Higher Education Leadership Foundation as a 2015 Fellow. There is also a Hispanic Club and approximately 200 individuals attended the

# Gift-in-Kind 2011 Chevrolet VOLT, received, accepted and approved

Dr. King reported the Chevrolet VOLT donated by iwis engine systems is on display outside Pogue Library. The electric car has 56,000 miles and was donated to the Institute of Engineering and is designed to be used for student research, experiential learning and other applicable educational experiences.

On behalf of the Marketing and Community Engagement Committee, Mrs. Sewell moved that the Board of Regents, upon the recommendation of the President of the University, receive, accept and approve the donation of a 2011 Chevrolet VOLT electric car with a total value of \$10,953 from iwis engine systems of Murray, Kentucky. Mr. Schooley seconded and the motion carried.

### University Advancement Update, received

Dr. King and Mr. Dietz presented the following:

In June the Board accepted the overall Marketing Plan for the University. Over the last six months offices have been working on rolling out Phases I and II of the Marketing Plan. The goal is to ensure the marketing investment in terms of time and money that is being spent will produce a solid return for the University. The offices of University Advancement and Enrollment Management have identified strategically-targeted locations that produce better results. All decisions being made are data driven and are based on demographics.

The Undergraduate Recruitment Communication Plan began last summer with a new Viewbook: õGzr gtkgpeg"Rkgegö"and a new Parent Communication piece which includes a targeted cover letter from a Murray State alumnus who graduated from the academic college in which the student is interested. This represents a direct mail piece that will be sent to parents later this month. The publication which accompanies the letter details for parents the return on investment from sending their student to Murray State.

A complete overhaul of all undergraduate recruitment (admission) publications was undertaken over the last year and included the redesign and rebrand. During that process a decision was made to divide up the direct mail pieces for juniors and seniors. The market research undertaken made it apparent that high school juniors and seniors are at very different places in their college decision making process. This gave the University the opportunity to customize the content of the various mail pieces to each of those populations. From a marketing perspective, the more the University can target prospective students and the more specific it can be the more successful the results. Publications completed also included those for international recruitment and the Honors College. A complete overhaul of the Honors College website has also been completed. The redesign of the transfer and graduate recruitment pieces is ongoing.

Examples of advertising samples were provided. Overall advertising at the University includes traditional and new media. Traditional advertising includes billboards, any type of printed pieces (newspapers and college recruitment advertisements), radio broadcasts (OVC network) and direct mail pieces. New media includes options with Facebook audience network advertising and Instagram. Specifically related to traditional advertising, the University has outdoor advertisements ó billboards ó in Paducah and Clarksville, along I-24; in southern Illinois along I-55 and I-57; in Bowling Green, along I-65 and in Benton along Highway 641.

Vj g'pwo dgt''qh'xkukqtu''q''y g''Wpkxgtukx{øu''uqekcn'o gf kc''ukgu''has also increased. Numbers are up in terms of visitors coming to campus on the freshman and transfer side over last year. Last year the University was also up in this area.

Staff in both Branding, Marketing and Communication and Enrollment Management are constantly comparing data to determine where there are successes. Having this information obtained through data gathering available will allow funding to be moved to areas where it will provide the most return. Since the Marketing Plan was approved last July, three distinct advertising campaigns have been undertaken. At the end of each campaign University staff reviewed data to determine where efforts were successful so additional resources could be dedicated to those areas. In the first advertising campaign a focus was placed on general awareness and recruitment. A new market was also added in this effort ó northern Kentucky and Cincinnati ó but this did not produce the same results as those experienced in Tennessee, southern Illinois and Kentucky. That investment has been reduced in the second and third advertising campaigns and the money is being put into areas where the University is starting to see positive results.

Targeted advertising campaigns are conducted online through Facebook and other social media platforms primarily focusing on high school students. Messaging is also being targeted by location and at any given point there can be between 15 and 30 individual advertisements running on social

mobile device. Confirmation was provided that more and more students are applying for admission on their phones. The highest traffic on this page occurred between October 1 and December 3. This ku'pqv'uwtrtkukpi "cu'k/tgrtgugpui'Owttc{ "Ucvgøi'v{rkecn'gptqmogpv'ugcuqp"dwv.'kpvgtguvkpin{. 'uqog'qh" the top locations for people checking out the site are Murray, Louisville, Atlanta and Memphis. This will continue to be monitored to determine whether there are other areas of recruitment where efforts should be strengthened with additional dollars dedicated toward marketing and advertising. In addition to production of the college recruitment videos, a Murray State student from Louisville ó Piper Cassetto ó is in the Digital Media Program and j grr gf "r tqf wegf "c"oF c { "kp 'y g"Nkhgo"xkf gq0" Vj ku'tgr tgugpvu'cp'kf gc'y j kej 'eco g'vqvcm{ 'htqo 'c'uwf gpvau'r gtur gevkxg''cpf 'j cu''qpny been live for three weeks ó with 563 views of an average duration of almost three minutes, although the total video is almost four minutes. Of those viewers, 91 percent are from the United States. Confirmation was provided that this information will be utilized in e-communications with students. A trial run with the Racer Reps Brand Ambassador Program was undertaken last Spring. This program was rolled out again in Fall 2016 and there have been some interesting growing pains associated with the initiative. This Fall the Racer Reps Program officially launched in November with eleven prospective students ó most from the 18-county service region. One thing the University was hoping to overcome was the perception by local students that they already know everything about Murray State. Many students do not feel as though they need to visit campus because they have already attended one or more events on campus. Although these students have been on campus they had not actually experienced it. The Racer Reps have been asked to help get the message out to these students that they really should come and visit and experience the campus before they make a college decision. One of the challenges was that in selecting the students in the Fall versus the Spring the recruitment team did not have the same connections or know the students as well as they did with the southern Illinois students last Spring. When asked in the Spring to identify southern Illinois students who were actively engaged on social media there was no issue doing so because the recruitment team had been working with these students over a number of months. When the recruitment team was asked in the Fall to identify the same type of students in the 18-county service region this proved to be more difficult because they had only been working with these students for a few weeks. Timing for selection of the Racer Reps will be given further consideration. Of the eleven students who participated in the program, seven have paid their housing deposit which is a positive sign.

Mrs. Guess indicated that when President Davies was hired discussion centered on developing a Strategic Plan and the role marketing should play at Murray State University. These discussions are no longer being heard because these units are doing such a great job partnering across campus and showing the great value of this institution. All are proud of these efforts.

Dr. Davies reported he and Vice President Dudley attended a conference in the Fall on positioning universities in terms of financial issues and developing new revenue sources and one of the key discussion points was how an institution communicates about itself. Approximately 70 universities were represented at the conference and the speaker indicated one of the most important ways an institution can communicate is via social media, mobile devices and through the website. The speaker visited the websites for every single institution in attendance and ó with the exception of one ó all the websites failed. One of only two exceptional university websites recognized was the one for Murray State.

Dr. Davies further reported that his daughter recently took the PSAT which starts the entire college recruitment process. The first correspondence she received was from Murray State. She has evaluated the materials received from all universities but actually likes those from Murray State best because of the personal touch. Congratulations was expressed to all involved in this work9 Tm[e)4(r indica)7(t TJET 1 434)-4(07or)5w wls expdguy State.71kew wlies wereto 0 0 338.193.7m Cgse

\$18,648 from ADTRAN, Incorporated, of Huntsville, Alabama. Mrs. Rudolph seconded and the motion carried.

### <u>Gift-in-Kind</u> iwis engine systems 2011 Chevrolet VOLT for the Murray State University Institute of Engineering, received, accepted and approved

On behalf of the Marketing and Community Engagement Committee, Mrs. Guess moved that the Board of Regents, upon the recommendation of the President of the University, receive, accept and approve the donation of a 2011 Chevrolet VOLT electric car with a total value of \$10,953 from iwis engine systems of Murray, Kentucky. Mrs. Rudolph seconded and the motion carried.

Dr. Davies reported that the vehicle was donated to the University by the iwis Chief Executive Officer during the iwis 100 Year Celebration.

### **Finance Committee**

Daniel Kemp Chair Walter Bumphus Clinton Combs Katherine Farmer Jerry Rhoads

Mr. Kemp called the Finance Committee to order at 2:52 p.m. and reported all Committee members were present with the exception of Dr. Bumphus.

### **Quasi-Endowment Designation** Student Athletes, approved

Ms. Dudley reported that the University will receive proceeds from a National Collegiate Athletic Association (NCAA) distribution. One of the parameters associated with receiving this funding is that Murray State can spend these monies outright or can set them up as endowments. Since the PECC'ff 'pqv'tgutlev'y gug'hwpf u'r gto cpgpvn{ 'hqt "gpf qy o gpvu. 'y g"Wpkxgtuks{øu"qply option is to establish a Quasi-Endowment. A Quasi-Endowment is one the Board restricts but these monies could also be unrestricted in the future. The University will receive \$588,597 from the NCAA this Spring and these monies will be used to benefit student-athletes. What will be used is the amount released from the Foundation as part of the spending cap. The interest earned will be utilized to benefit student athletes as directed by the Athletic Department.

On behalf of the Finance Committee, Mr. Rhoads moved that the Board of Regents, upon the recommendation of the President of the University, approve the establishment of a Quasi-Endowment for the benefit of student-athletes. The spending cap each year, as determined by Murray State University Foundation policy, will be used in accordance with fund guidelines to directly benefit studentOn behalf of the Finance Committee, Mr. Rhoads moved that the Board of Regents, upon the recommendation of the President of the University, approve the Budget Preparation Guidelines as presented and the proposed calendar for Fiscal Year 2017-18. Mr. Combs seconded and the motion carried.

# Personal Services Contracts, approved

Ms. Dudley reported that the Delegation of Authority requires Board approval of Personal Services Contracts which exceed \$50,000 in cost. The first item on the list is architectural and engineering firms. At the end of the year bids are issued for multiple firms so they are already under contract when the University begins the new fiscal year and can be readily utilized as projects arise. This eliminates the need to bid each contract which may be required. The second item is Capitol Solutions which is the firm used to represent the University in Frankfort for legislative matters.

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

# Projects Approved by the Board Chair, designated

Ms. Dudley reported that there are two schedules attached to this agenda item. The first schedule is for projects that are over \$10,000 but under \$200,000. These projects are brought before the Dqctf 'uq'hwpf kpi 'ecp'dg'f guki pcvgf 'kp'yj g'Wpkxgtuk{ øu'hkpcpekcn'uxcvgo gpu0''Vj gug'r tqlgewi'ctg'' funded from unrestricted net assets and in total amount to \$490,000. The next schedule is for projects over \$200,000. That schedule contains four separate projects and which, in total, amount to \$1.1 million. Per the Delegation of Authority, these projects require Board approval, but they are all under the \$1 million threshold y j kej 'ku'yj g'uxcvgøu'ecr kcn'hko k0''Vj g'Dqctf 'ku'dgkpi ''cungf'' to designate funding for these projects. Confirmation was provided that all projects are already funded but are not budgeted by line item.

It was indicated that the University rents out approximately six houses around campus. These are rented to faculty who might be new to campus, individuals filling interim appointments and coaches. When the University purchases such properties they are usually not new and require maintenance work. Confirmation was provided that the project related to Springer Hall is to determine what work needs to be undertaken in that facility.

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

### <u>Personal Services Contracts</u> <u>Schedule of Expenditures (For Information Only), report</u> <u>received</u>

Ms. Dudley reported that the Schedule of Expenditures for Personal Services Contracts is presented to the Board each quarter. This report identifies all active service contracts which are in place broken down by total amount authorized and how much has been expended by quarter. The Board is being made aware of these contracts because most of them must be approved by the state through the Legislative Research Commission. Mr. Kemp added that the contracts for legal services are based on a state-negotiated rate. This report was presented for informational purposes only and required no Board action.

# **Adjournment**

The Finance Committee adjourned at 3:07 p.m.

Mr. Rhoads called the Legislative and Economic Development Committee to order at 3:07 p.m. and reported all Committee members were present.

Mr. Rhoads reported

pass. Dr. Davies indicated additional doctoral programs would represent a new revenue source but these programs are expensive to offer which would be a new expense to the University as well.

Mr. Rhoads reported that the University is well represented in Frankfort by Mr. Smith and also

Work Group also submitted the Murray State University Tailgating Procedure to be followed on the day of home athletic events and this has been included as an informational item.

The Work Group charge was to review and develop a policy related to students ó not one relevant to the entire University community. The policy being presented today focuses on students and their behavior.

This policy puts all information related to alcohol in one location for students and includes prevention, awareness, education and sanctions if a student is found to be in violation of the policy. The previous policy only included reference to prohibiting alcohol on campus but additional information related to treatment, prevention and disciplinary processes related to alcohol are contained throughout Student Life policies. Bringing this information together in one place gives more importance to what can occur with alcohol abuse and use for students violating University policy.

A fine process and structure has been implemented as part of the new policy as it relates to offenses involving alcohol. The Work Group reviewed what universities across Kentucky and in other states are doing in regard to sanctions for alcohol violations on campus. Most of the schools studied did have some type of fine structure and the Work Group utilized those as models in developing its recommendation. An effort was made to keep fines at a rate that was lower than that for most of the other universities studied. In response to a question regarding why the decision was made to have Murray State fines be lower than those at other institutions, it was indicated that the Work Group took into consideration current students, the service area and region. The lower fines were in line with parking and other fines that are currently being assessed. An effort was made to find a balance dgw ggp'o cmkpi 'kj g'hkpgu'j ki j 'gpqwi j 'kq'i gv'y g'uwf gpv@u'cwgpvkqp'dw'pqv'uq'j ki j that it would create an unrealistic hardship.

The fine structure being presented includes different categories which are based on whether violations are first, second, third or fourth offenses and the associated severity. Confirmation was provided that f

collegiality and support. She has been a phenomenal member of the team and is to be commended for all she has accomplished in this role.

Dr. Davies is also pleased to present David Balthrop as the next Dean of the College of Humanities and Fine Arts. Mr. Balthrop came to Murray State in 1993 and began his career as an Assistant Professor, rising up to an Associate Professor and in 2000 becoming a full Professor and Chair of the Department of Theatre. He has served Murray State in many capacities and has done great work throughout the community. He is the recommended candidate from the Search Committee and the Provost to become the next Dean of the College of Humanities and Fine Arts, effective July 1, 2017, with an annual salary of \$127,000. Mr. Balthrop stood and was recognized. Dr. Davies knows he will be an exceptional leader for the college and will be a stalwart leader for Murray State University supporting students and all of their activities. Mr. Balthrop expressed appreciation for the opportunity to serve.

Mr. Combs moved that the Board of Regents, upon the recommendation of the President of the University, approve the appointment of Professor David Balthrop as Dean of the College of Humanities and Fine Arts, effective July 1, 2017, at a fiscal year salary of \$127,000 plus salary increments for 2017-18. Ms. Farmer seconded and the roll was called with the following voting: Mr. Combs, yes; Ms. Farmer, yes; Ms. Green, yes; Mrs. Guess, yes; Mr. Kemp, yes; Mr. Rhoads, yes; Mrs. Rudolph, yes; Mr. Schooley, yes; Mrs. Sewell, yes and Mr. Williams, yes. The motion carried.

### Two-Year Offer of Employment

Dr. Davies indicated that a two-year contract is being recommended for James Kane, Assistant O gpøu'Dcungvdcm'Coach. Mr. Kane is an integral part of the coaching staff and is essential for attracting many recruits to the University. He has been heavily recruited by other universities but all wish for him to remain at Murray State. The two-year contract does not include an increase in salary but shows the commitment of the University to his service as a member of the O gpøu'Dcungvdcm'coaching staff. Mr. Ward indicated that recruiting is the lifeblood of the program and that could be the reason for some current challenges. Mr. Kane plays an integral part of the recruiting effort and he and Head Coach Matt McMahon work very well together.

Mrs. Rudolph moved that the Board of Regents, upon the recommendation of the President of the University, approve the two-{gct'Qhhgt'qh'Go r m{o gpv'hqt'O gpøu'Dcuketball Assistant Coach James Kane, effective May 1, 2017. Mr. Combs seconded and the roll was called with the following voting: Mr. Combs, yes; Ms. Farmer, yes; Ms. Green, yes; Mrs. Guess, yes; Mr. Kemp, yes; Mr. Rhoads, yes; Mrs. Rudolph, yes; Mr. Schooley, yes; Mrs. Sewell, yes and Mr. Williams, yes. The motion carried.

(See Attachment #8)

### Salary Roster

Mr. Combs moved that the Board of Regents, upon the recommendation of the President of the University, approve the Salary Roster as of December 31, 2016, which includes new employment, retirements, resignations and terminations. Mr. Kemp seconded and the roll was called with the following voting: Mr. Combs, yes; Ms. Farmer, yes; Ms. Green, yes; Mrs. Guess, yes; Mr. Kemp, yes; Mr. Rhoads, yes; Mrs. Rudolph, yes; Mr. Schooley, yes; Mrs. Sewell, yes and Mr. Williams, yes. The motion carried.

(See Attachment #9)

### 2017-18 Faculty Sabbatical Leaves

Mrs. Guess moved that the Board of Regents, upon the recommendation of the President of the University, approve the requests for Faculty Sabbatical Leaves for the faculty members, with associated time periods, indicated below:

NAME / DEPARTMENT	<b>EFFECTIVE</b>	<u>SALARY</u>
<b>DAVID DURR</b> Economics and Finance	08/15/17-12/31/17	full salary / 1 semester
<b>TIMOTHY JOHNSTON</b> Management, Marketing and Business Administration	01/01/18-5/15/18	full salary / 1 semester
JOHN UTGAARD Art and Design	01/01/18-5/15/18	full salary / 1 semester
JOSHUA ADAIR English and Philosophy	08/15/17-12/31/17	full salary / 1 semester
BARBARA COBB English and Philosophy	08/15/17-12/31/17	full salary / 1 semester
JIE WU	01/01/18-	

### **Other Business**

Dr. Davies reported that at the December 2016 meeting the Board of Regents approved a twoyear Faculty Transitional Retirement Contract for Dr. Bert Siebold, Professor in the Institute of Engineering. The Fringe Benefits document (Exhibit A) attached to that contract incorrectly indicated Dr. Siebold was not eligible to receive the bgpghk/qh'O wttc { 'Ucvgøu'r wtej cug'qh'' Kentucky Tecej gtøu'T gktgo gpv/U{ugo '\*MVTU) Sick Leave Credit at the time of retirement. Vj g'Rtqxquøu'Qhhleg'tgcnl gf 'vj cv'F t0'Ugdqnf ''f kf .''kp'hcev.''uwdo kv.'kp''y tkkpi ''cpf ''r tkqt ''q''y g'' deadline, a letter to the Provost indicating his intent to retire. Included in the eBoard book was a pgy 'Gzj kdk/C''y j kej 'kpf kecvgu'F t0'Ugdqnf ''f qgu'j cxg''y g''tk j v'\q'tgegkxg'O wttc { 'Ucvgøu'' purchase of KTRS Sick Leave Credit at the time of retirement and that he must contact Human Resources at least two months prior to the retirement date. This agenda item was provided for informational purposes only and required no action.

Chair Williams expressed appreciation to President Davies, Ms. Hunt and all administrative staff for the tremendous amount of work it takes to prepare the Board for Quarterly meetings ó especially one that has covered as much territory as the one today. The information presented allows the Regents to do their homework and come to the meeting prepared with questions and discussion points. Appreciation was expressed to the staff for their work and to the Regents for doing their homework and for being fully engaged during the entire meeting. Appreciation was also expressed to the Deans, faculty and other staff in the audience because it is extremely important to have these individuals present to serve as resources to the Board.

### Adjournment

There being no further business to come before the Board, Chair Williams indicated the Murray State University Quarterly Meeting and Committee Meetings stand adjourned. Adjournment was at 4:12 p.m.

At Mulling