





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

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

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

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

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

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

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

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

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

There are 1,999 students enrolled in majors and minors offered within the college. The college has been fully accredited by the Association to Advance Collegiate Schools of Business since 1976. Only 5 percent of business schools in the world hold this accreditation. The college is also accredited by the Accrediting Council on Education and Journalism and Mass Communications. There are only 111 fully-accredited programs in the nation and only three in Kentucky.

In order to establish a new student market a linkage has been created to offer a dual degree in accounting and finance with the International Business College of Shandong Technology and Business University in the People's Republic of China. The projection is a new cohort of 150 students beTeBT1 ols i Tnexo A193.95 Tmi1us8

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

The Department of Economics and Finance is chaired by Dr. David Eaton and has 151 students enrolled in majors and minors. The new Master of Science in Economic Development represents a niche program but faculty are working to offer it fully online. Only two similar programs exist in the country. Dr. David Durr, *Bauernfeind Endowed Chair in Investment Management*, was recognized for outstanding performance at the Tennessee Valley Authority (TVA) Student Stock Portfolio Conference in April 2018. The student-managed portfolio placed fourth out of 25 schools for annual portfolio performance. MSU students outperformed the S&P 500 benchmark by almost 650 basis points and through September were outperforming other students at 23 of 25 universities in the TVA footprint.

Dr. Allen White serves as the Interim Chair of the Department of Journalism and Mass Communications with 360 students enrolled in majors and minors. A new cohort-based program is being offered – the Accelerated Master of Science in Public Relations – and is focused in Paducah, Kentucky. Chair Guess is providing assistance related to marketing this new program. Dr. Kevin Qualls, Associate Professor, is establishing the Murray State resource in Media Law for Business. The use of social media by businesses creates both opportunity and exposure to liability. This project will equip the business community with the ability to manage those risks through fee-based education, pre-publication reviews, social media policy audits and recommended best practices. Additional faculty highlights include Dr. Bella Ezumah, Associate Professor and Director of Graduate Programs, completing a book project titled, *Critical Perspectives of Educational Technology in Africa: Design, Implementation and Evaluation Processes* and the release of a new book edition for *Applied Public Relations: Cases in Stakeholder Management* (fourth edition) from Dr. Marcie Hinton, Associate Professor. Chair Guess wrote a chapter that is included in the third edition. Also, Professors Gill Welsch, Bob Valentine and Robert Norsworthy (Executive in Residence from OmnicomGroup) are working to greatly enhance internships and job placements. Since 2011, the department has placed 126 students into internships. Of those 126 students, 38 have been hired by Omnicom agencies and secured full-time positions. Murray State students have interned in Atlanta, Boston, Chicago, Dallas, Los Angeles, Minneapolis, New York, South Korea and China. The process is currently underway to select internship candidates for Summer 2019.

The Department of Management, Marketing and Business Administration is chaired by Dr. Heath Keller and has 862 students enrolled in majors and minors. Efforts are underway to explore opportunities related to a Hospitality and Tourism Management track. These efforts are being directed by Dr. Sarah Lefebvre, Assistant Professor. Dr. Lefebvre came to Murray State from the University of Central Florida and has Disney experience. Faculty highlights include Dr. Sandy Miles,

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

Chris Wooldridge serves as District Director of the Small Business Development Center. The Center's mission is to strengthen the region's economic health and support academic growth and student engagement through the delivery of high-quality consulting and training services to prospective and existing businesses helping to create jobs and wealth. Over the past six years, more than \$33 million in capital has been infused in the University's footprint, 462 jobs have been created or retained and there have been 110 business startups. Initiatives currently underway include Books to Business which seeks to identify and support students pursuing business models and idea development and entrepreneurship during their attendance at Murray State. The *AJBCOB* Student Entrepreneurship Center is in the planning stages but will provide space and resources in a central location to support students in study, training and service as they pursue entrepreneurship. Veterans training is also being provided at Ft. Campbell for soldiers considering entrepreneurship as they leave the service.

WKMS-FM, under the direction of Station Manager Chad Lampe, now reports to the *Bauernfeind College of Business* and this represents a good model due to linkages with the Department of Journalism and Mass Communications. WKMS serves nearly 40 counties in the University's region attracting approximately 25,000 weekly listeners and more than 50,000 monthly unique website visitors. WKMS recently concluded its Fall Membership Campaign, raising more than \$150,000 in community support. The station yields more than 7,000 gifts each year which support a large portion of operating expenses. This figure also represents one-half of all gifts to Murray State University. WKMS Student Reporter Taylor Inman received the Kentucky Associated Press Digital Journalist of the Year Award in 2018. WKMS uses membership revenue of approximately \$40,000 annually to support experiential learning opportunities for Murray State students.

Faculty member Dana Statton serves as the Librarian for business. During 2017, approximately 66 sessions were offered in classes reaching 1,698 students and providing 57 hours of instruction on how to be a good consumer of the Library in terms of research. Similar efforts are underway for 2018.

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

### **Report of the Chair**

No report was given by Chair Guess.

### **Report of the President**

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

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

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

monitor wetland services in western Kentucky. The NRCS added an additional \$3 million for Tennessee to join this multi-state partnership to







Dr. Tharpe indicated these Murray State buildings will be around long after all in this room are gone. He is concerned whether the University has committed the dollars necessary to maintain these facilities. This Board should ask the administration to present a plan to address deferred maintenance issues. The Board owes it to Murray State students and the taxpayers of Kentucky to keep this issue on the table. It was also stated that some of the issues are not deferred maintenance and those could be addressed rather quickly. Dr. Jackson confirmed critical needs which must be addressed first have been identified and are included on the Critical Projects List presented to the Board and only some of these projects are funded. Projects will continue to be added to this list as things occur for which there are no plans or funding to address. Dr. Tharpe requested a plan on how to best address these deferred maintenance issues moving forward, understanding that changes will occur, in order to hold the administration accountable and meet

the University would identify projects to be undertaken and the company would work to implement what is needed because they will receive a return on investment for those utilities to pay off debt. These energy firms front the money to undertake needed projects and the resulting savings pays them back. It is possible that ten projects could be presented to the Board for approval as one phase of an ESCO. Some of these projects could have a quick turnaround in terms of return on investment while others may take much longer to produce a return on investment. These projects would need to start quickly and there has to be sufficient University staff available to manage those. Many schools have experienced success with ESCOs which represent a guaranteed energy savings. One vendor has undertaken work to help the University understand its opportunities – such as windows for Wells Hall and Woods Hall, automated building systems, HVAC repairs and Central Plant chillers – projects an Energy Savings Contract would define as resulting in savings if undertaken. Projects within the \$15 -

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

A determination will still need to be made in terms of the appropriate housing stock for the University and this will be influenced by enrollment. Studies have been conducted in this regard but those were

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

### **Comprehensive Enrollment and Recruitment Initiatives Update, received**

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

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

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

Murray State Student Ambassadors – along with assistance provided from SGA members – are making calls daily to newly-admitted students for Fall 2019. Hearing from current students is meaningful for prospective students. On occasion the student callers reach a parent and those conversations are also valuable.

The goal of the Racer Proud letter writing initiative is to provide a handwritten letter or postcard to every student who is admitted to Murray State. Thousands of letters and postcards have been sent but the Recruitment Office is receiving help from faculty, staff, students and Regents and this work is one-third of the way completed.

A consultant visited last month to evaluate the campus tour prospective students and their families receive while visiting Murray State. Over the course of a year the consultant works with 60 schools of a similar size and culture as Murray State and has a great deal of experience in this area. The consultant was on campus for four days and has conducted follow-up research and calls to be able to provide a comprehensive view of what students and families experience when visiting the University. The preliminary report outlines the great opportunities which are already provided to students but also recommendations for enhancement. The full report is expected within the next two weeks. In terms of when some of the recommendations will be implemented, it was reported that the consultant worked with the Student Ambassadors and focused on body language and the specific words that are used. She also made recommendations related to signage and campus appearance. Overall, the campus visit was deemed to be good but there is always room for improvement.

A review of the University's full communication plan with prospective students and their families has been undertaken and was specifically geared toward yield from the point of admission to these students actually being in class on the first day of the Fall 2019 Semester. As a result, communication efforts have been enhanced in many areas. Students are being contacted by Murray State through a variety of media – letters, postcards, texts, emails, phone calls, personal visits and attending events on campus – in an effort to maintain constant contact with them as they are making their college decision.

In response to whether admission numbers are up this year, Mrs. Rosa reported that while the number of admitted students is an indicator to watch, national trends show today that is not a concrete predictor of whether a student will actually attend. High school students are applying to between eight and 12 institutions which means application numbers have lost some value from a predicting standpoint. From a strategic standpoint, decisions were made this year to front load a lot of the initiatives that drive admission numbers. Work was undertaken with a marketing firm specifically related to admissions and as a result a fee waiver opportunity was presented much earlier in the process. The high school onsite visits are now occurring in September and the first part of October and these were more spread out in the past. Initiatives such as these will allow Murray State to communicate with these students over a much longer period of time. Murray State has a quality product but must ensure students and their families are fully aware. Currently, admitted student numbers for Fall 2019 are up over this time last year but a focus is being placed on other ways to predict the probability of a student coming to Murray State.

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





Dr. Carthell reported the following:

Dr. Marvin D. Mills passed on September 3, 2018, but Dr. Carthell had an opportunity to spend four hours with Dr. Mills the Saturday before and a significant portion of that discussion centered on Murray State. Dr. Mills was one of the University's early faculty members and largest academic donors. The legacy Dr. Mills left behind is the reason why so many initiatives are currently in place. The Emerging Scholars Institute (ESI) is the main retention and leadership development program in the Multicultural Initiatives, Student Leadership and Inclusive Excellence office. ESI students have had a 3.0 cumulative grade point average for the past seven years and over a 3.2 cumulative GPA for the past two years. The program averages 80 to 110 students. Students have also received the Blue Ribbon Scholarship as a result of their involvement in the Emerging Scholars Institute. ESI received one-time funding (\$12,500) from the President's Office to assist with efforts specifically related to the 2015-16 underrepresented minority (URM) cohort but students across ESI will also benefit from this support.

There are approximately 170 students enrolled in the Emerging Scholars Institute. Of those, 60 are first-time freshmen and four are first-time transfer students. Approximately 70 students enrolled in ESI have some type of diversity or retention scholarship and the remaining are non-scholarship students. There has been an increase of approximately 60 students in the program overall. Students with an ACT score below 20 were allowed to enter directly into the Emerging Scholars Institute and staff worked with those students through the MAAP program to ensure they would be successful in this rigorous initiative. Enrollment in ESI includes 15 Pathways students and three Accelerate U! students. The ESI reaches out to all URM students and invites them to participate in the program if they qualify. If they do not qualify they are enrolled in the MAAP program. Dr. Robertson confirmed that there is a retention alert system in place and grades are monitored. Faculty participate in this process and refer students to the Student Engagement and Success Office if they are struggling. That office then reaches out to the students to provide available resources. Staff, parents and other students can also make referrals.

Additional retention initiatives include tutoring and study group sessions once per week. Many times students have to learn how to study because they did not develop this skill in high school. Courses where students are typically challenged in this regard have been identified and additional support is being provided. Participation in the tutoring and study group sessions has averaged 25 students but is expected to increase. The Mentoring Program has been redesigned to allow for a greater awareness of the demographics for these students. Eight leadership team members and Faculty Fellows (through a partnership with Academic Affairs) share resources. All students in ESI are contacted twice per week by a team leader, every two weeks they attend an event with their Faculty Fellow and once per month they participate in an event with faculty leaders. The MAAP program helps to develop a profile for these students and identify a plan for them for the next two semesters. This plan involves the students working with faculty to help develop this relationship.

ESI students and the Executive Director are assisting with recruitment visits. The Executive Director is also a participating member of the Road Scholars Program. Retention workshops are offered to provide information on time management, handling college expenses and financial literacy and how to develop a plan to pay for college. Attendance in these workshops generally numbers 25 to 30 students. Work is also undertaken with the National PanHellenic Council, Greek organizations and special clubs to allow students to be involved and engaged but remain academically focused. Once per month the office hosts Student Success Potlucks. There is one being held this evening and 58 ESI students are signed up to attend in addition to 20 Accelerate U! students and 13 faculty and staff. This further allows faculty to make connections with these students.

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

As of Day 40 the retention rate for first-time freshman is 76.4 percent which is a 2 percent increase over this same period last year. Other freshmen represents students who struggle to make it to the sophomore level and retention for this group is 66 percent. Mid-term grades were posted within the last week and the office has reached out to students who have between one and three failing grades to make them aware of available resources and deadlines.

The Office of Student Engagement and Success monitors the referral service mentioned earlier and there are usually ten to 15 referrals every week.

A review of the low income (LI) and underrepresented minority students in the 2015-16 cohort is being undertaken. An effort is also being made to reach out to students in this cohort who have stopped out. Data with regard to this cohort reveals retention numbers remain strong. From the 2015-16 cohort there were 16 LI graduates and one URM graduate in 2018. There are also more students in the junior and senior levels than in the sophomore and freshmen levels which indicates a positive progression toward six-year graduation. With regard to progression into senior status, 45.20 percent of low income students progressed. URM progression into senior status was 38.01 percent. Work is being undertaken with Dr. Robertson and the Office of Institutional Effectiveness to determine how to reach out to these students and resources that can be offered. Dr. Carthell's programs are developed in such a way that he has great success with the underrepresented minority group. Dr. Robertson reminded the Board that the 2015-16 cohort is important because of its relationship to the criteria being utilized by the CPE to determine performance funding.



Colleges and Universities and has been partnered with Northeastern Agricultural University. Drs. Robertson and Zou will visit this school to establish an agreement which could result in 40 additional students in the *Hutson School of Agriculture*

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

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

Murray State has eight TRiO programs on campus and a number have been established for some time. All are grant funded and for that reason on occasion programs are lost.

There are two Upward Bound Math and Science classic grants, two Talent Search grants, Student Support Services and the Mayors Scholars. The Talent Search programs are the only two that actually work with middle school students. Upward Bound and Upward Bound Math and Science work with students at the high school level. One Talent Search grant provides funding to work with middle school students in western Kentucky and the other serves schools and students in the southeast Missouri area.

The key to working with middle school students in terms of college readiness is giving them an opportunity to visit a college campus. A campus visit has more impact than any other initiative employed with these students. The same type of campus tour cannot be conducted for middle school students as would be done with those in high school. Middle School students – especially first-generation, low-income – have many misconceptions and have received misinformation about college. This is because they are not surrounded by anyone who has attended college. Their exposure to college comes from what they have seen in popular culture and in movies. When these students are on campus an effort is made to ensure they are as engaged as possible

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

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

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

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

A request was made for all tables presented to be compiled into one spreadsheet with an associated legend. Dr. Fister agreed to try to develop such a spreadsheet but due to size it would need to be delivered electronically. Chair Guess indicated that with regard to Student Financial Services the action step is to implement the Recruitment Plan and asked what that refers to. Dr. Tullos reported this represents the plans in each of the areas in terms of their recruitment efforts – the list of dates and actions being undertaken by recruitment staff; marketing, advertising and media initiatives; plans for first-time freshmen,

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

Dr. Arant reported that the overall objective of the SWOT analysis was to increase enrollment. The strategies which resulted from that objective fell along the lines of the 18-county service region, graduate and international students and how those populations should be addressed. Other initiatives such as campus appearance were ubiquitous to those strategies. The *Commission* was more focused on how to address the individual strategies for particular populations of students. The *Commission*

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

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

### Health Insurance

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

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

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



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

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





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

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

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

**Adjournment**

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

**Legislative and Economic Development Committee**

Jerry Rhoads – Chair  
Daniel Kemp  
James T. Payne

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

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

Mr. Smith reported he has worked with Vice President Dudley, Dr. Jackson and Regent Rhoads to construct appropriate language for the revised Board of Regents' Statement and Position on Performance Funding Model. The Statement outlines the University's primary issue with the current Performance Funding Model – that it is based on volume metrics, particularly related to bachelor's degree production, course completion, number of STEM degrees awarded and size of campus. In 2016 when this Board issued its original Statement on Performance Funding it was indicated that the model should be based on quality and not quantity. Many are arguing that the model currently in place is quantitative and volume based and does not take into account the

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

On behalf of the Finance Committee, Mr. Rhoads moved that the Board of Regents, upon the recommendation of the President of the University, approve the revised Murray State University Statement and Position on Performance Funding Model as presented below:

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

On September 9, 2016, the Murray State University

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

**Comprehensive Marketing Strategies Update (For Information Only)**

Dr. King introduced Jeremy McKeel, Manager of Digital Media Services; Shasta O'Neal, Digital Media Administrative Assistant and Joe Haynes, Digital Media Production Specialist. These individuals

success videos as well as content academic units are also putting on social media. Social media can be very measured, unlike billboard advertising, and can be pared down to a very limited area targeting a specific population. The opportunities are limitless and consideration is being given to additional initiatives which can be undertaken in this area. Dr. King added that Enrollment Management can provide a list of prospective students and their email addresses and those can be entered into a social media platform so every time the student is on that platform they will see a pop-up reminder about Murray State. This directed approach is more effective than putting a billboard in a certain area and hoping the prospective student and their parents see it. The overall





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

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

### **Policy Changes, approved**

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

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

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

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

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

### **2018-19 University Appeals Board Appointments, approved**

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

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

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

Students: One-year term (2018-19)

Tanner Weatherbee

Matthew Skinner

Kara Marr

Mr. Payne seconded and the motion carried unanimously.

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

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

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

The nine members of the Presidential Search Committee are:

**Lisa Rudolph, Search Committee Chair**

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

**Katherine Farmer**

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

**Marion Hale**

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

**Dan Kemp**

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

**Dr. Tim Miller**

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

**J. T. Payne**

J. T. is the current

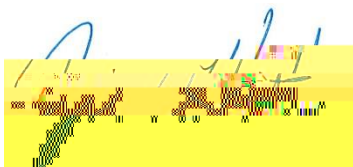
from you. At our December meeting, this Board will consider the search process and once approved, the Search Committee can officially begin their work.

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

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

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

So, I am going to ask everyone a favor. Executive searches often bring anxiety and uncertainty, particularly for a place we love so much. So, I ask if you hear something which is negative or it doesn't sound quite right, that you challenge it.



Handwritten signature of Susan Guess in black ink on a brown background.